



Scouts gathered to pay tribute to President Theodore



Fifth National Training Conference of Scout Executive



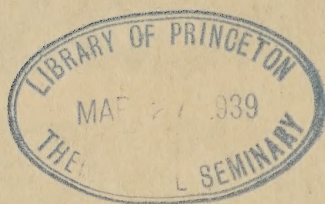


Roosevelt through the annual pilgrimage to his grave.



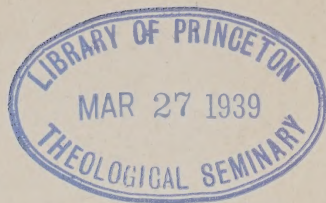
at Cornell University, 1928 (in two sections).





HS 3313 .B74 M8 1937
Murray, William D., 1858-
The history of the Boy
scouts of America

The
History
of the
Boy Scouts of America



by

WILLIAM D. MURRAY

Charter Member of the Executive Board,
Chairman, Editorial Board

Copyright 1937, by

BOY SCOUTS OF AMERICA

Two Park Avenue
New York, N. Y.



Wm. D. Murray Presenting the Five Millionth Handbook to President F. D. Roosevelt—April 13, 1935.
 (L to R) Washington Eagle Scouts Hugh Vickery, Wallace Magathan, Earl Martin, David Armstrong.
 (L to R) Mr. Frank Presbrey, President Roosevelt, Wm. D. Murray, Dr. James E. West.



The purpose of this book is to bring before the Scouts and Scouters the story of the first twenty-five years of an organization which exists

“not alone to make strong men and earnest citizens later on, but to help boys to have the best possible time as boys, to know and enjoy the world of nature, to have comradeship and content in the things which the race has learned by experience to be the most wholesome in body and spirit.”

The difficulty which the author has met lies in the fact that a whole library could not tell the story, how much less a single volume. Nevertheless, he has attempted the task of telling, at least in outline, the origin and growth of a Movement which has brought fun, romance, and adventure to millions of boys in America through the great game of Scouting. Not a game in which the boys look on, but one in which each takes his part and in which no one loses if he does his turn.

Rabbi Louis L. Mann, speaking at the Annual Meeting in Chicago, said, “I consider it a sacred privilege to take part in this meeting.” In a very real sense, the author considers it a sacred privilege to have been asked to write this story.

It has been discovered that relatively few juvenile delinquent acts are committed by lone individuals. It is usually the group in action that gets into trouble. It is also true that a boy in a guided group falls in with the habits of the group. Someone has said what a man is depends very largely upon what he does when he has nothing to do. President Hoover applied this principle to the Nation when he said,

“Our stage of civilization is not going to depend upon what we do when we work so much as what we do in our time off. The moral and

spiritual forces of our country do not lose ground in the hours we are busy on our jobs—their battle time is the time of leisure.”

This is not the story of a completed task; rather it should bring before us the responsibility for the vast number of boys whose lives can be enriched by the Scout Program, and our responsibility to the boyhood of the Nation. While we have celebrated the happy completion of twenty-five years of service to boyhood, we still look forward to the future with its greater opportunities and responsibilities.

Because of the importance of the task, the Executive Board appointed a special committee which has approved the manuscript of our first history. Dr. John H. Finley, was Chairman, with Col. Theodore Roosevelt, Lewis Gawtry and Frank Presbrey as members. Up to the very time of his death, Mr. Presbrey spent much time in aiding the project in which he was deeply interested. The members of the Committee reviewed the manuscript and approved it for publication.

A great many men have had a part in the formation of the Boy Scouts of America and it would have been a pleasure to have named each one of them; but our aim has been to tell the story of the Movement as a whole, not the story of the devoted men in all parts of America who have helped to make it. The text of the sermon at St. Paul's Cathedral on the occasion of the King's Silver Anniversary was, "I am among you as he that serveth." On our Silver Jubilee, a great multitude of men in Scouting were saying this same thing. The author would be untrue to himself if he did not give credit to Dr. West and Dr. Fisher, and the members of the Staff at the National Office for their cordial help and careful preservation of records, and constant and helpful suggestions which have made it possible to write this story. Special thanks are due Mr. E. S. Martin, Secretary of the Editorial Board; Mrs. M. R. Greene, of his staff, and Dr. H. W. Hurt, who have been most helpful in the preparation of the manuscript. Professor E. H. Reisner of Columbia University made valuable suggestions on arrangement of chapters.

Plainfield, New Jersey.

Wm. Murray

TABLE OF CONTENTS

PART I

The First Quarter Century of Scouting

| CHAPTER | PAGE |
|--|------|
| I—GENESIS OF THE SCOUTING IDEA | 1 |
| II—THE BEGINNINGS IN AMERICA | 15 |
| III—BUILDING THE AMERICAN OATH AND LAW | 49 |
| IV—FINANCING THE NATIONAL MOVEMENT | 65 |
| V—OUR FEDERAL CHARTER | 85 |
| VI—DURING THE WORLD WAR | 101 |
| VII—THE FIRST DECADE | 137 |
| VIII—THE SECOND DECADE | 153 |
| IX—THE END OF THE QUARTER CENTURY | 173 |
| X—SOME SCOUTING OUTCOMES | 201 |

PART II

The Development of a Democratic System of Administration

| CHAPTER | PAGE |
|---|------|
| XI—THE DEVELOPMENT OF THE LOCAL COUNCIL | 247 |
| XII—THE FORMATION OF THE REGIONS | 267 |
| XIII—THE TWELVE REGIONS | 283 |
| XIV—NATIONAL COUNCIL ANNUAL MEETINGS | 309 |

PART III

Preparing and Serving Leaders for a Growing Program

| CHAPTER | PAGE |
|--|------|
| XV—REGISTRATION OF LEADERS | 321 |
| XVI—LEADERSHIP IN SCOUTING | 333 |
| XVII—PROGRAM DEVELOPMENT | 363 |
| XVIII—THE LITERATURE OF THE MOVEMENT | 391 |

PART IV

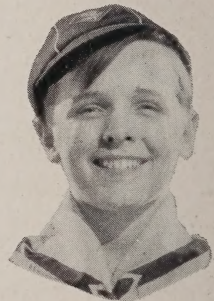
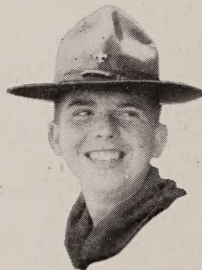
Distinctive Aspects of the Scout Movement

| CHAPTER | PAGE |
|--|------|
| XIX—CAMPING AND OUTDOOR LIFE | 419 |
| XX—SCOUT ACHIEVEMENT AND ITS RECOGNITION . | 453 |
| XXI—THE GOOD TURN | 477 |
| XXII—SCOUTING AND RELIGION | 499 |
| XXIII—WORLD SCOUTING | 531 |

PART V

Appendix

| | PAGE |
|--|------|
| A—NATIONAL PERSONNEL ROSTER | 545 |
| B—COMPARISON OF BRITISH AND AMERICAN REQUIREMENTS | 557 |
| C—INDEX | 561 |



PART I

The First Quarter Century of Scouting

| CHAPTER | PAGE |
|--|------|
| I—GENESIS OF THE SCOUTING IDEA | 1 |
| II—THE BEGINNINGS IN AMERICA | 15 |
| III—BUILDING THE AMERICAN OATH AND LAW | 49 |
| IV—FINANCING THE NATIONAL MOVEMENT | 65 |
| V—OUR FEDERAL CHARTER | 85 |
| VI—DURING THE WORLD WAR | 101 |
| VII—THE FIRST DECADE | 137 |
| VIII—THE SECOND DECADE | 153 |
| IX—THE END OF THE QUARTER CENTURY | 173 |
| X—SOME SCOUTING OUTCOMES | 201 |



The Magic of the Out-of-Doors.



CHAPTER I

Genesis of the Scouting Idea

Tennyson, in referring to a form of verse introduced by him, and which had become popular, wrote:

“Once in an idle hour
I cast to earth a seed.
Up there came a flower.”

It was not exactly an idle hour, but Baden-Powell certainly did cast to earth a seed in South Africa when eight or ten years before he organized his Boy Scouts, he started Scouting training among the men sent out to him from England. He had no idea of the rich flower and fruitage that was to come from the seed which he had sown.

Baden-Powell in South Africa

Lieut. General Sir Robert S. S. Baden-Powell, as he was then, now Lord Baden-Powell of Gilwell, had a long record in the British Army. He had been connected with the Intelligence Service of the Army. He had been a scout, in one sense of the word, in field service for the British Army and more particularly as leader of the Constabulary in South Africa.

He found that the ordinary process of military training was not effective with the men sent out to him from England. It was inadequate. It taught them how to care for a rifle but not how to care for themselves. It did not touch upon such fundamentals in an effective manner, and so he set for himself the task, in order to do his job, of developing a method that would train these men so they could be useful in the all-around purposes for which they had been sent to South Africa.

He found, for instance, that they lacked fundamental character values, such as dependability, initiative and resourcefulness. He goes farther, and says that their attitude and outlook on life was such that figuratively, they expected to be tucked in at night. They had never been through the experience of pioneering; they did not know woodcraft. They had not been subjected to those necessities of life which bring out the qualities which humans have when given proper opportunity and when stimulated by proper leadership. He therefore undertook to deal with the situation by working out a scheme which he called "Stunts in Scouting", to develop in the men, through their own keenness and through practice, those qualities in which they were so sadly lacking.

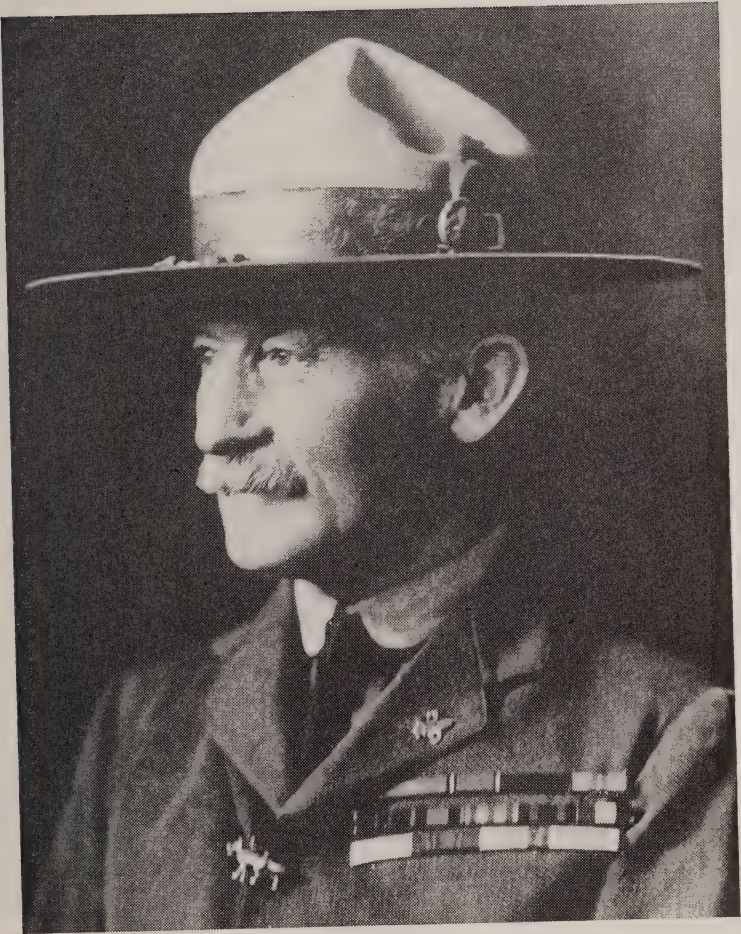
Speaking of this in the "Headquarters Gazette" for January 1914, he said:

"When I was adjutant of my regiment in 1883, I wrote my first handbook on training soldiers by means which were attractive to them, developing their character for campaigning as much as their drill ability. This was followed by another and yet a third in 1898."

Later he had organized a corps of boy messengers and aides (like scouts) to help in the defense of Mafeking in 1899 and 1900.

"Aids to Scouting" Published

He corrected the proofs of his book, "Aids to Scouting" while he was besieged in Mafeking in 1899. It was intended to help the leaders of these men to put into their daily programs the activities which come from learning by doing. The book became popular, and many thousand copies were sold during the first month after its publication. He suggested the division of men into patrols of six or eight so that the leader might come in personal contact with his men—one of the fundamental principles of Scouting. The suggestions contained in the books were all along the line of Scouting.



Lord Baden-Powell.

Building a New Tool

When he returned to England in 1903, he found to his surprise that the thing he had worked out for men, was being adapted and used in schools for boys. Never had it been in his mind that such a thing would happen. He was approached by the leaders of these boys' schools, who appealed to him to put the program that he worked out for men in such shape that it would be serviceable to boys. This was in 1903. He then set himself to the task of qualifying to do this. He was at that time a bachelor and had been a hard-crusted soldier, but unusually devoted to a wonderful mother. He had a warm heart. He had a very wide vision and a very broad outlook on life. When this invitation was extended to him, it was accepted as a challenge, but he recognized, with the background that he had, that he was lacking in some essential qualifications and he set himself the task of studying the subject.

Sources

He mobilized a special library of books about boys' work. He was able to read in many languages and he did not confine himself to those used in England, but he went through the whole category, and got all the boys' work literature available. It was but natural that he should find here in America reference to the significant work of the Y. M. C. A. Boys' Work Department, and to the books of Seton and Beard. Seton visited Baden-Powell in 1906 and gave him a copy of his book, "The Birch Bark Roll." Baden-Powell was always ready to generously give credit to others who had helped to bring this beneficent Movement into existence. In January 1908 he wrote Seton: "We are going on with my scheme like your 'Woodcraft Indians!'" In his address delivered at the dinner given in his honor at the Waldorf-Astoria Hotel, September 23, 1910, he said, after Seton had introduced him as the "Father" of the Boy Scouts:

GENESIS OF THE SCOUTING IDEA

"You have made a mistake, Mr. Seton, in your remarks to the effect that I am the father of this idea of Scouting for boys. I may say that you are the father of it, or that Dan Beard is the father. There are many fathers. I am only one of the uncles, I might say."

In 1916 he wrote:

"At least six different men have claimed to be the originators of the Boy Scout Movement, and all that I have been able to reply to them was that I wished to goodness they had brought it out and thus saved me the trouble—as I have not the least concern as to who invented the Movement so long as the boys get the benefit of it."

Speaking of his efforts to learn about Scouting for boys, he says in one of his letters:

"The whole scheme is an evolution of ideas gathered from all sources, of which the following are a few:

"Doctor Hahn

Cuhulain and his Boy Knights

Codes of the Zulus, Red Indians, Pacific Islanders, etc. and their customs

Kenelm Digby's 'Broadstone of Honour'

Code of King Arthur

Sir W. A. Smith and the Boys' Brigade Organization

Dan Beard's Pioneer Work

Seton's Camp Games, and so on, but mainly from my own experience in training young soldiers and the South African Constabulary."

In his deposition in "United States Boy Scout" case, he adds to this list and says, "I also looked into the Bushido of the Japanese as well as the more modern method of John Rounds for dealing with boys."

Testing out the Scout Plan

In 1906 after his years of study, he sent out to a number of men who might be interested in his project a

document which was headed: "Boy Scouts—A Suggestion." He states that the purpose of the new scheme is "To help in making the rising generation, of whatever class or creed, into good citizens at home or for the colonies." He sets out some of his reasons for starting a new movement among boys, one of which was that the book he prepared for soldiers, "Aids to Scouting," was being used to a very considerable extent in teaching children. Under the term Scouting he suggests "instruction in the many valuable qualities which go to make a good Citizen equally with a good Scout." He mentions the fact that Seton had started a somewhat similar idea in America. He suggests the qualities essential in Scouts, and outlines a simple organization: Patrols of six Scouts, under a Patrol Leader; four or more Patrols, up to ten, to "form a Troop under an officer called a Scoutmaster."

The replies received were so favorable that Baden-Powell decided before putting the scheme in book form, to try it on an experimental Camp of Boy Scouts, which he held on Brownsea Island in August 1907. The Troop of twenty-one Scouts enrolled in four Patrols, with Baden-Powell himself as Scoutmaster, were really the first Boy Scouts, using the name as it is now understood. The test met his expectation and in January 1908 he began to publish his material in parts, six in number, appearing fortnightly. These finally appeared in book form in March 1908, as the world famous book, "Scouting for Boys."

In the Y. M. C. A. building at Birkenhead, England, is a tablet inscribed,

"In this hall the Boy Scout Movement was
Publicly Inaugurated by Lieut. General Sir
Robert S. S. Baden-Powell, K.C.B., on January
24th, 1908."

In later years, when he unveiled this tablet, Baden-Powell said that his purpose in the Movement was to make boys "good and useful citizens."



The Brownsea Island Camp.

The Word Scout

The word Scout has a long history. Milton, Cowper, Shakespeare, Walter Scott and many others used it long ago. Seton, Beard and other outdoor men used it in their writings, our records of Indian wars used the term constantly, the servants of Oxford undergraduates have been called Scouts from time immemorial. It was not always used in the same sense. In his first book, "Aids to Scouting," Baden-Powell says:

"A scout is a special man selected for his grit and training for one class of work only and that is reconnaissance. His work is not so much fighting as getting information about the country and the enemy."

The word scout means one who listens—Escouter, from *ecouter*, the French word "to listen." This, of course, was the war-time scout. In our early days in America and elsewhere a scout was a man who was al-

ways on the lookout to protect others from possible danger, and he used his knowledge about nature and his out-of-doors skill to help him in his work.

There were scouts even before Moses and Joshua sent out their scouts. There have been boys who were scouts ever since there were boys. Baden-Powell himself says: "I began Scouting myself when I was a boy."

I imagine that all of us can recall Scouting days in our own lives; the back lot where after school the fire was made and the potatoes cooked to a crisp and eaten with gusto. I recall two small boys who had a tent in the back yard. One evening one asked the other how they were to see to undress when they went to bed, and he replied, "By the light of the panther's eyes." Only one of the boys slept out that night.

There was, of course little organization among such boys, though here and there we would have found groups bound together by some secret passwords. Who cannot recall, with longing, the days when with four or five congenial friends he went on an overnight hike or into a week's camp? The spirit of Scouting is born in boys; it is a part of boy nature and one great reason why the Scout Movement has succeeded is that it parallels the lines of a boy's nature.

In his book, "Lessons of a Life Time," Baden-Powell tells us more of why he chose the name "Boy Scouts":

"The whole scheme was then planned on the principle of being an educative game; a recreation in which the boy would be insensibly led to educate himself. What to call it? There's a lot in a name. Had we called it what it was, viz., a 'Society for the Propagation of Moral Attributes,' the boy would not exactly have rushed for it. But to call it Scouting and give him the chance of becoming an embryo Scout was quite another pair of shoes. His inherent 'gang' instinct would be met by making him a member of a 'Troop' and a 'Patrol.' Give him a uniform to wear, with badges to be won and worn on it for proficiency in Scouting—and you got him."

GENESIS OF THE SCOUTING IDEA

In a letter written in 1916 he says he chose the title "Boy Scouts":

"Because this training was based in principle and detail on that which I had employed for many years previously in training soldier scouts."

In the same letter he said:

"The term 'Scoutmaster' was one which I adopted from Oliver Cromwell's ranks, among which there were many 'Scoutmasters.'"

In his deposition taken in the proceedings brought to restrain the "United States Boy Scout" organization, he said:

"With a view to making the subject appeal to boys and to meet their spirit of adventure I hold up for their ideal the doings of backwoodsmen and knights, adventurers and explorers as the heroes for them to follow. These I group generally under the title of Scout."

Baden-Powell gave the word "Scout," as used in relation to boys, a new connotation; he introduced into it something that was never there before. Character building, he says, was to him essential in any new movement for boys and he did not find it in the other out-of-doors movements which he had studied.

The name "Boy Scouts of America" in any official document, appears first in the Certificate of the Incorporation in the District of Columbia on February 8, 1910. The National Movement was administered under this corporation with this name, Boy Scouts of America, until the 1916 Act of Congress gave us our Federal Charter*, by which the name was given permanent protection.

Distinctive Features

The distinctive features of the Scout Movement introduced by Baden-Powell are the Oath or Promise, the Scout Law, the Motto, "Be Prepared," the "Daily

* See Chapter V.

Good Turn," the Uniform, the Badge and the small unit, the Patrol, with its close associations and a leader who should encourage self-action. Other movements had had one or more of these features, but Baden-Powell brought them together in a unity characteristic of Boy Scouts. As set forth more recently by Dr. James E. West and incorporated in the By-Laws of the Boy Scouts of America, there are five essential elements in the Scout Program of Character-building and Citizenship-training: (1) THE BOY, as an individual, and in Patrol and Troop, with his uniform and associations; (2) under the LEADERSHIP, of a carefully selected and trained volunteer; (3) carrying on ACTIVITIES, which include achievement and recognition; (4) made possible through ORGANIZATION—institutional, local, regional, national and world-wide,—under trained professional leadership; and (5) all this animated by THE SCOUT OATH OR PROMISE, THE SCOUT LAW, and THE SCOUT IDEALS OF SERVICE.

The Uniform

Baden-Powell realized what a uniform meant to a boy, and from the very beginning he thought always of a Scout as a boy in uniform. He himself had worn a uniform all his life and was uniform-minded. The uniform which he knew best was that of the South African Constabulary. As his friend E. K. Wade says:

"The Uniform of shirt, shorts, scarf and cowboy hat which Baden-Powell himself had worn on service became automatically the uniform of Boy Scouts, since it was in that kit that Baden-Powell was known to his hero worshippers."

This uniform was afterwards adapted to American ideas. Many men contributed advice as to the form it finally took. Among those who were most helpful were Mr. C. M. Connelly, Scout Commissioner of Troy, N. Y., Mr. Sigmund Eisner of Red Bank, N. J., and Commissioner Daniel Carter Beard. The neckerchief was not a part of the early Scout Uniform in America though

GENESIS OF THE SCOUTING IDEA



B.-P. Before the 1st Gilwell Troop.

used abroad. It was first used here in connection with camping and outdoor activities and later as the use of the coat for Scouts was discontinued, the neckerchief was officially prescribed as a regular and distinctive item of the Scout Uniform.

The Good Turn

Away back in 1901, Baden-Powell had the idea of the "Daily Good Turn." Writing to some boys he said:

"By 'doing good' I mean making yourself useful and doing small kindnesses to other people—whether they are friends or strangers.

"It is not a difficult matter, and the best way to set about it is to make up your mind to do at least one 'Good Turn' to somebody every day, and you will soon get into the habit of doing 'Good Turns' always.

"It does not matter how small the 'Good Turn' may be—even if it is only to help an old woman across the street, or to say a good word for somebody who is being spoken of. The great thing is to do something."

The Scout Law

The Scout Law is a definition of a real Scout. The Scout Oath or Promise is the boy's pledge to do his best to live up to his idea of a Scout.

"The romance of the Knights of the Middle Ages has its attraction for all boys and has its appeal to their moral sense. Their code of chivalry included honour, self-discipline, courtesy, courage, selfless sense of duty and service, and the guidance of religion. These and other good attributes would be readily accepted if embodied in a Law for Scouts."

In the document sent out by Baden-Powell in the spring of 1908 there was a "Summary of Scheme," and some of the qualities which he considered essential to a Scout afterwards took form in the Promise and nine Laws proposed for British Scouts, based, as Baden-Powell says, on the Code of Chivalry of the Knights of old.

The Badge and the Motto

Early in his career in the Army, he learned the value of the Scout and he says:

"To such men as qualified and proved themselves good at the work (scouting), I gave a little badge to wear on their arm. It was a fleur-de-lis or arrowhead, as given on the compass card or on a map to show the north point."



Some First Scout Outings.

In conversation with one of our Staff, Baden-Powell said that the fleur-de-lis was not new but was taken from the sign of the compass used hundreds of years before, that the Second Class Badge with the words "Be Prepared" was added by the English Boy Scouts and that the up-curves of the bottom ends symbolized the Scout's smile, and that the knot at the bottom of the badge, represented the "Good Turn."

When he was accused of using the "spear-head, the emblem of battle and bloodshed," he replied: "The crest is the fleur-de-lis, a lily, the emblem of peace and purity."

To Daniel Carter Beard with his keen American patriotism, we owe the first rough sketch of the eagle superimposed on the British Badge.

"Be Prepared" was the slogan of Baden-Powell's South African Constabulary. "The men of the force," he says, "chose that motto for themselves partly because it spoke of their readiness to take on any kind of duty at any time, and also because it brought in my initials."

When the Scouting idea was adapted from use for men to use by boys, the motto "Be Prepared" was seen to have a wider meaning in the service ideals. The Boy Scout was encouraged to "Be Prepared" so that he might give first aid, might save life, might "*help* other people at all times." Here was a virile new conception—educational and social.



CHAPTER II

The Beginnings in America

There have been organizations working with and for boys from early times. Primitive tribes paid heed to their instruction and initiation. The Greeks watched carefully over "the games". Records exist of such boy groups in England in the reign of Charles I. Baden-Powell, when contemplating organization, turned for help to the existing English and American organizations, the Boys' Brigade, and the Y. M. C. A. In addition to these in America we had the Big Brother Movement, Play Ground Associations, Athletic Leagues, the Brotherhood of St. Andrew, Knights of King Arthur, Knights of the Holy Grail, the Woodcraft Indians, the Sons of Daniel Boone, and many others not so well known.

The Y. M. C. A.

In 1909 and 1910 the largest organization interested in all phases of work with boys was the Young Men's Christian Association which had begun its work with boys in Salem, Mass., in 1867, and had developed beyond the other agencies dealing with boy activities. Physical training, athletics, and the outdoor life were emphasized in its program. In 1910 they had at least 400 summer camps ministering to 15,000 boys. Camp Dudley, their first camp, was opened in 1884 and celebrated its fiftieth anniversary in 1934.

Seton's Indians

Other smaller organizations were in existence at this time and influenced the form which Scouting took, both in England and in America, because they embodied many of the outdoor activities which are known to be attractive to boys. These were Ernest Thompson Seton's "Indians" and Daniel Carter Beard's "Sons of Daniel Boone."

Scouting all over the world owes a great deal to these two men. It was fortunate for us here in America that they were available, with their intimate knowledge of woodcraft, their love of out-of-doors and their willingness to cooperate with the freshly found point of contact with boys.

In 1902, Seton started his "Indians", calling the organization the Tribe of Woodcraft Indians, known to many as Seton's "Indians". His Handbook, "The Birch Bark Roll," was written in 1901. The objects of this organization as stated in the Tribal Constitution in "The Birch Bark Roll":

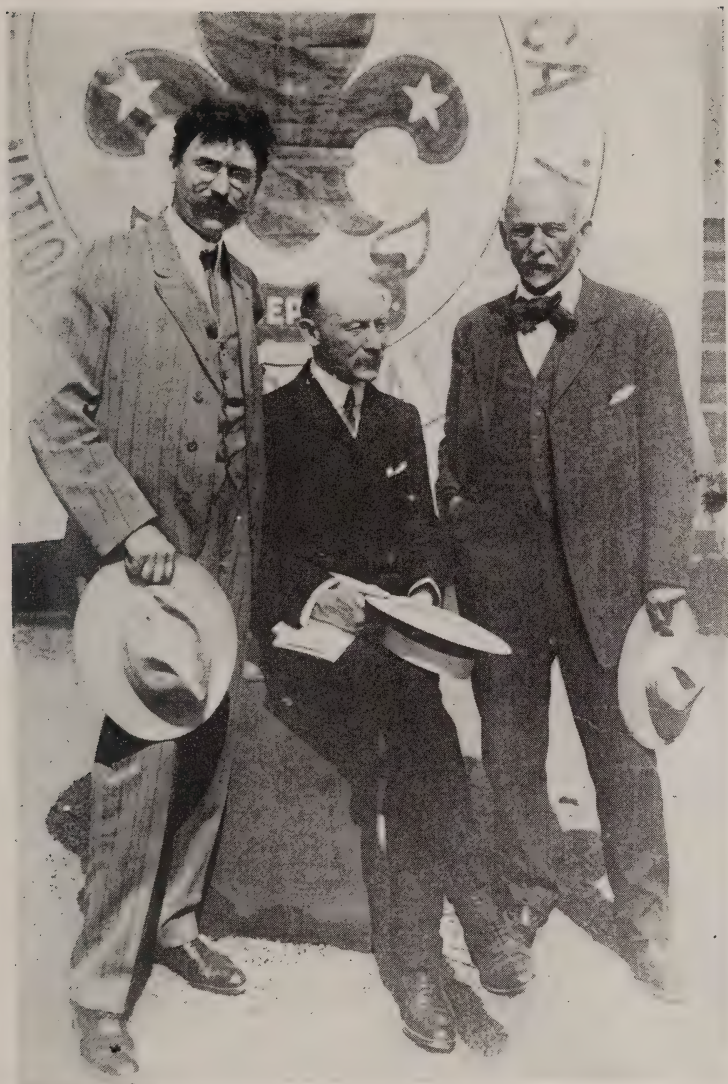
"Are the promotion of interests in out-of-door life and woodcraft, the preservation of wild life and landscape and the promotion of good fellowship among its members.

"The plan aims to give the young people something to do, something to think about, and something to enjoy in the woods, with a view always to character building, for manhood, not scholarship, is the first aim of education."

His slogan was, "The best things for the best Indians." "My foundation thought was," he says, "to discover, preserve, develop, and diffuse the culture of the Redman."

The members were called Braves; the leader, a Chief. One item in the "Order of Doings in Council" is "Report of Scouts". Seton gave a copy of this "Birch Bark Roll" to Lord Roberts who turned it over to Baden-Powell in 1904. In letters, lectures in various parts of the country, and through the "Birch Bark Roll" he had for years been establishing Tribes of his "Indians".

THE BEGINNINGS IN AMERICA



Ernest Thompson Seton, Lord Baden-Powell and Daniel Carter Beard.

When his connection with the Boy Scouts of America ceased, Seton merged his ideas with the Woodcraft League of America.

Beard's Sons of Daniel Boone

In June 1905, while Editor of "Recreation", Daniel Carter Beard founded "The Society of the Sons of Daniel Boone". In its Constitution the object is stated to be:

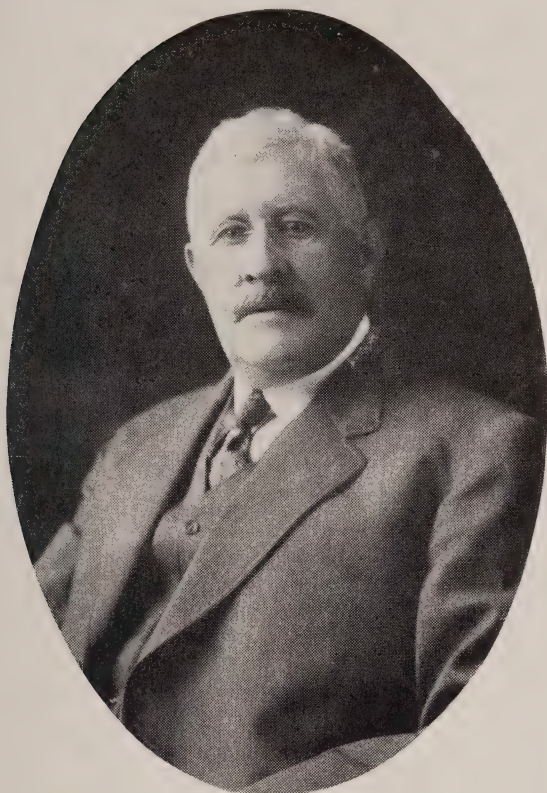
"The elevation of sport, the support of all that tends to healthy, wholesome manliness; the study of woodcraft, outdoor recreation, and fun, and serious work for the making and support of laws prohibiting the sale of game, and the preservation of our native wild plants, birds, and beasts."

In his book, "The Boy Pioneers", Dan Beard says that one of the principal purposes of the Society was "to awaken in the boy of today, admiration for the old-fashioned virtues of American Knights in Buckskin and a desire to emulate them", and "another purpose, besides furnishing entertainment for the boys, was the serious one of educating our lads early in life to an appreciation of the absolute necessity and value of our forests and natural resources."

The president was to bear the title of Daniel Boone; secretary, Davy Crockett; treasurer, Kit Carson; Librarian, Audubon; Keeper of the tally-gun, Simeon Kenton. Through the columns of "Recreation" and by a voluminous correspondence, Beard had been establishing "forts" of Sons of Daniel Boone, a group of eight boys formed a "stockade"; four "stockades constituted a "fort".

Boyce Meets the "Good Turn"

Travelers in Europe had noticed from time to time groups of boys in uniform and had learned that they were Scouts. Among those who were impressed by this English movement was a Chicago publisher, William D. Boyce. He reported that he was in the heart of London in a real "London fog", seeking a business friend. He was bewildered. A boy timidly approached him and saluted and said, "Sir, may I be of service to you?" Mr. Boyce told him where he wanted to go and the boy



Mr. William D. Boyce.

saluted and said, "Sir, come with me." The boy immediately led Mr. Boyce to the address he sought and then Mr. Boyce, in accord with the usual custom, took out a shilling and offered it to the boy. The boy promptly saluted and said, "Sir, I thank you. I am a Scout. A Scout does not accept tips for courtesies and Good Turns." Mr. Boyce, startled, said, "What did you say?" The boy again said, "Sir, I am a Scout. Haven't you ever heard of Baden-Powell Scouts?" "No," Boyce replied. The boy then said, "Wouldn't you like to know more about them?" Mr. Boyce, despite all of his experience with youth, was dumbfounded. "Certainly, I would like to know more about Scouts, but first give

me a chance to do my errand." The boy was waiting for Mr. Boyce when he finished his errand, and forthwith led him to Baden-Powell's office. Later when the Silver Buffalo was awarded annually for "distinguished service to boyhood," George D. Pratt presented a large bronze buffalo to the English Boy Scouts in memory of the Unknown Scout, and to show our appreciation of his service to America. It now stands in the Gilwell Training Center near London. On it is this simple and eloquent inscription:

"To the Unknown Scout whose faithfulness
in the performance of the 'Daily Good Turn'
brought the Scout Movement to the United
States of America."

Mr. William D. Boyce's experience with the London boy was a high spot in his life. Notwithstanding the fact that he was a pioneer in organizing boys as a sales force for weekly publications and had 20,000 to 30,000 boys in his employ at all times, at no time had he ever had an experience with a boy that made such a profound impression. Indeed, until Baden-Powell gave to the world the Game of Scouting, no one had attempted to incorporate in a program for boys in the same way such a basis for moral incentive and instruction as the Scout Oath and the Scout Law in such a definite method for motivation of service to others, as is the outcome of the Daily Good Turn. The London boy was putting into practice his obligation to do a Good Turn Daily and as a result, Mr. William D. Boyce was so impressed that the initial steps for making Scouting available to America resulted.

There were many conferences, and Mr. Boyce came back to America with a trunkful of literature, insignia, and uniforms. Upon reaching home, Mr. Boyce took steps to incorporate the Boy Scout idea. He counseled with his friend Colin H. Livingstone who suggested the law firm of Ralston, Siddons and Richardson of Washington, D. C., to do the necessary legal work. On February 8th, 1910, the "Boy Scouts of America" was incorporated in the District of Columbia.



An Early Troop, 1910.

Scout Troops Start in Many Places

In 1908 and 1909 the idea of Scouting had been in the minds of many men in different parts of the country. Troops had been organized in several places and in a number of local Y. M. C. A.'s. An Englishman had organized a Troop in Sedalia, Missouri, and had gone so far as to appoint field representatives in other states. "Association Men", the magazine of the Y. M. C. A., in February 1910 said: "Scouting for Boys", a handbook for instruction in good citizenship, by Lieut. General Baden-Powell, will bring delight to every worker among boys", and an editorial in June 1910 said: "The Boy Scout Movement which took England by storm has gripped America." At this time the corporation formed by Boyce was not known by those who were organizing groups of Scouts. It was natural, therefore, that Boy Scouts should appear early in local Young Men's Christian Associations, notably at Springfield, Mass., Utica, N. Y., Paterson, N. J., various cities in

Michigan, and in Toronto, Canada. The Boys' Work Secretary of Toronto wrote in 1908:

"While racking our brains for some scheme which would divide our membership into small groups under adult leadership and also furnish an honor system of character development with sufficient incentive to induce boys to take a life interest, we came across a copy of 'Scouting for Boys'. At once we recognize in it the solution to our problem."

An interesting early effort to transplant Scouting occurred in Salina, Kansas, in 1908. F. John Romanes, a son of Romanes the scientist, and who had been a Scout in Scotland with training under Baden-Powell, was visiting a former classmate, Lloyd B. Holsample in this country. He became connected with St. Johns Military School. In his Journal he wrote on December 13, 1909, "Have implanted the germ of Boy Scouting firmly among several, I think"; and on the 29th he says, "Wrote a letter to the 'Watchman' (The Diocesan Magazine) about the raising of Boy Scouts." His entry on January 21, 1910, reads: "Patrols definitely formed." Later Romanes became Commissioner of the Denver Boy Scouts.

The literature and equipment of the English Scouts had suggested the idea to some men in America, so in some Young Men's Christian Associations, training in Scouting was being given, notably at the West Side Branch in New York under Seton, and in Chicago. We should, however, always bear clearly in mind what E. M. Robinson said while this was going on:

"Although the Young Men's Christian Association expects to have a large part in pushing this movement, it must be clearly understood that the 'Boy Scouts of America' bears the same relation to it as does the Playground Movement or the Juvenile Court or any one of a score of independent societies, with which friendly co-operation is so desirable."

The attitude of the Y. M. C. A. was clearly set forth

in a circular sent to 1,000 Associations by its Boys' Work Committee in June 1910:

"This national movement is not organically related in any way to the Young Men's Christian Association, but all possible cooperation is being given, and local associations are urged similarly to cooperate in organizing Troops locally. There is evidently an avalanche coming and we do well to prepare for it. 'Be Prepared' is the Boy Scout motto." (See Chapter XI.)

Appreciation to Robinson and Hanmer

At the meeting of the Boy Scouts of America Executive Board in March 1911, the Executive Secretary

"was directed to send a special letter of thanks to Richard C. Morse, general secretary of the International Committee of the Y. M. C. A., and to other Y. M. C. A. officials who have tendered conspicuous service in the formative period of the Boy Scout Movement, for their splendid cooperation and for the magnificent spirit they have shown in assisting the Executive Board in showing to all interested that the Boy Scout Movement was not primarily under the auspices of the Y. M. C. A., but had simply availed itself of the organized facilities of the Y. M. C. A."

A similar expression of appreciation was made to the Russell Sage Foundation for the invaluable aid and counsel and the great amount of time given to Scouting by Lee F. Hanmer—as well as for the always available services of Dr. Luther H. Gulick and Dr. Hastings H. Hart.

Starting the Scout Organization

The National Organization of the Young Men's Christian Association was the "International Committee" with its office building at that time at 128 East 28th Street, New York City. One of its sub-divisions was the

Committee on Boys' Work, of which Edgar M. Robinson was Senior Secretary, and of which the author of this book was a member. The fact that Scouting was in the air, and that groups of Scouts were appearing in different states, brought many inquiries about this new thing from local Young Men's Christian Associations and aroused Robinson's interest, so that when the diffused interest began to focus, the office of the man nationally known as a worker with boys, naturally became the headquarters of the new movement, and there it stayed until January 2, 1911, when Scouting's own office was opened by James E. West in the Fifth Avenue Building at 200 Fifth Avenue, New York City.

Robinson, seeing the need and anxious to seize the opportunity, had been active in promoting the incipient movement. Among outdoor men his personal friend was Ernest Thompson Seton, who was a friend of Baden-Powell, and he turned to him for advice. In this way Ernest Thompson Seton was enlisted for the important part he took in the creation of the Boy Scouts of America. For five years he served as Chief Scout and adapted the English Manual to make a temporary manual available for use in America. Robinson had induced John L. Alexander, the experienced Boys' Work Secretary of the Central Branch Y. M. C. A. of Philadelphia, to come over to New York to help him. The employment of Alexander was later approved by the Scout Committee on Organization and he was called "Managing Secretary". When the growing number of Scouts made the burden too great for one man, Alexander was released to prepare the literature which was needed so badly.

During 1909, J. A. Van Dis, Boys' Work Secretary of the State Y. M. C. A. of Michigan, had been forming boys into Scout Troops in various local Associations. (He subsequently was appointed the first Scout Commissioner for Michigan.) In February 1910, Van Dis ran across an item in a Chicago newspaper announcing the incorporation of the Boy Scouts of America by W. D. Boyce. He at once brought it to the attention of E.



Mr. E. M. Robinson.

M. Robinson, and suggested that he see Mr. Boyce. On May 3rd, Robinson and Van Dis, joined by Dr. L. L. Doggett, President of the International Y. M. C. A. College, Springfield, Mass., called on Mr. Boyce in his Chicago office and suggested Y. M. C. A. cooperation. They explained to him the Scouting situation as it then existed; that various groups and individuals in different parts of the country were aspiring to national leader-

ship, and that some of these were more desirable than others. They also explained to him the desirability of trying to form one strong independent National Movement, and they found that he was favorably disposed toward such an effort. He seemed to be impressed by the idea of a Movement for all, regardless of race or creed, and interested in seeing such a Movement developed over which they would exercise no control. Mr. Boyce told them of the efforts he had made and the money he had spent in trying to promote the Scout Movement and that he had been bitterly disappointed in the results. In 1924 he wrote:

"The work and expense attached to a national undertaking of that magnitude was too much for me to carry on alone."

He readily consented to go along with the effort to combine all the movements into one national movement and agreed to pay \$1,000 a month to finance the organization.

Robinson left Chicago to hasten back to New York to meet two men who subsequently had a great deal to do with keeping the Movement in America in line with Baden-Powell's ideas. They were Charles E. Heald, National Y. M. C. A. Boys' Work Secretary for England, and W. B. Wakefield, of the English National Council of the Y. M. C. A., both of whom were associated with Baden-Powell in his English organization. These men were to speak the following night on the Scout Movement at the Bedford Branch of the Y. M. C. A. in Brooklyn, but due to the failure of their steamer to arrive in time, Seton and Robinson had to take their places at that meeting. Robinson, Seton, Wakefield and Heald left New York late on the 9th of May 1910 and went to Washington to meet Mr. Boyce in response to a telegram from Boyce. With him they appeared before the Committee on Education of Congress on May 10th to speak in favor of the bill for national incorporation which Mr. Boyce had submitted.

At a meeting held on May 6, 1910, at the Twenty-Third Street Branch of the Y. M. C. A. in New York,

Heald and Wakefield told an interested company about the Scout Movement in England. The next night they attended a similar meeting in Newark, N. J.

Another interesting meeting was held on May 9th, when Mr. S. S. Terry, at that time Chairman of the Boys' Work Committee of the International Committee, invited Wakefield and Heald to meet with Seton, Robinson, C. K. Ober, Alfred E. Marling, W. D. Murray, and others at a luncheon at the Union League Club.

In June, Robinson sent to men all over the country a letter asking for the names of suitable men who might become members of a national organization. A great many responded to this appeal.

All of this started a good deal of conversation among boy workers and served to precipitate the Movement. On June 3rd, E. M. Robinson called together a few men, including Wakefield, Alexander, Gulick, Seton and Murray, to discuss the kind of men who ought to be secured as members of a national organization, and also what form of organization should be adopted, for it was felt that a national movement must be inaugurated.

Other Scout Organizations

On May 9, 1910 William R. Hearst had called a meeting at the Waldorf to organize the "American Boy Scout" on a national scale. Robinson was present and told them that the Boy Scouts of America was already organized. A Committee, consisting of General George W. Wingate, Howard Bradstreet and Dr. Wm. H. Maxwell, were appointed "to consider a plan for the organization of the 'Boy Scouts'." They reported on May 26th that there was an organization "of which General Peter S. Bomus, U.S.A., retired, is the head," and that another national organization was not advisable. This was incorporated, however, in New York, June 24, 1910, as the "American Boy Scout", afterwards changed to the "United States Boy Scout".

The National Highway Protection Association and the "Boy Scouts of the United States," with Col. Peter S. Bomus as Chief Scout, were in the field also. Col.

Bomus thought of using Scouts in the protection of highways.

Col. William Verbeck, principal of a Military School at Manlius, N. Y., had just announced the opening of the national headquarters of the National Scouts of America. He was thinking of Scouts as related to his School. There were also the "Peace Scouts of California" and the Y. M. C. A. Scouts. All of these movements except the latter, were more or less military in character.

A United Effort

By November 1910, all of these except the group financed by Mr. W. R. Hearst, had, together with the Sons of Daniel Boone and the Woodcraft Indians, united in the Boy Scouts of America. Later the Hearst group consented to the entry of a judgment in the New York Supreme Court, dissolving the United States Boy Scout.

Meantime, on June 15, 1910, E. M. Robinson called together a group of men whom he knew were interested in Boys' Work, among them the following: George D. Pratt, of Pratt Institute, Brooklyn; William D. Murray, a member of the Boys' Work Committee of the International Y. M. C. A.; John Sherman Hoyt, financier; Frank Presbrey of the Presbrey Advertising Agency; Mortimer L. Schiff, banker; Jacob Riis, editor; Lee Hanmer of the Russell Sage Foundation; Dr. Luther Gulick of the Russell Sage Foundation and the Playground Association of America; and General George Wingate, President of the Public Schools Athletic League, and many others. As a result of this gathering, a printed circular was sent out with an invitation to attend a meeting, "for the purpose of considering the best means of propagating the movement." This meeting was held on June 21st at the Board Room of the International Committee of the Y. M. C. A. at 124 East 28th Street, New York City. An office had been opened there on June 1st, where the Managing Secretary, John L. Alexander, whom Robinson had secured, and a lone



Early Fire-Log Friction—Washington, D. C.

stenographer, were soon overwhelmed with correspondence from the field. Among those present at this meeting were the twenty-five whose names are listed below.

Ernest Thompson Seton, Naturalist, Author, etc.

George D. Pratt, Pratt Institute

Lee F. Hanmer, Russell Sage Foundation

Luther Halsey Gulick, President, Playground Association of America

Colin H. Livingstone, First National Bank, Washington, D. C.

Dan Beard, Boy Pioneers, Sons of Daniel Boone

Ernest P. Bicknell, Director of American Red Cross

Charles F. Powlison, General Secretary, Child Welfare Committee

Charles Lynch, Medical Corps, U. S. Army

C. J. Hicks, Asst. General Secretary, International Committee, Y. M. C. A.

Ernest Hamlin Abbott, The Outlook

William Mitchell, Superintendent, Young Men's Hebrew Association

Ernest K. Coulter, Big Brother Movement

Henry A. Orne, General Secretary, New York City Y. M. C. A.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

Henry Bradstreet, Playground Association
Jacob A. Riis, Settlement Movement
George W. Ehler, Public School Athletic League of
Baltimore
Robert Garrett, Public Playgrounds, Baltimore
Francis Lewis Slade, New York City
William Chauncey Langdon, Russell Sage Founda-
tion
Lincoln Steffens, Magazine Writer
George W. Wingate, New York Public School Ath-
letic League
William C. Demorest, New York City
Edgar M. Robinson, Secretary, International Boys'
Work Committee, Y. M. C. A.
John L. Alexander, Managing Secretary, Boy
Scouts of America

Alexander called the meeting to order and stated that the object of the gathering was to formulate plans for the extension of the Boy Scout Movement in America.

Livingstone Chosen Chairman

In the effort to select a chairman it was suggested that all those whose names were in the bill which Boyce had introduced in Congress raise their hands. Only one hand was raised and that was the hand of Colin H. Livingstone, of Washington, D. C. He was thereupon elected temporary Chairman. He called upon Seton to make a preliminary statement of the Scout Movement. This gave rise to a number of questions and the Chairman called on Robinson to make a supplementary statement of the part to be played in the Boy Scout Movement by other organizations. Robinson stated that it would be necessary to form a Committee on Organization, and to have a permanent organization which would be national in character and touch every organization working for the development of boyhood. He suggested, for the present, the temporary organization of a committee with executive powers.

Getting Started

The Committee on Nominations, Dr. Luther H. Gulick, Jacob A. Riis, Robert Garrett of Baltimore, and E. M. Robinson, nominated for Chairman, Ernest Thompson Seton; for Secretary, Lee F. Hanmer; for Treasurer, George D. Pratt. Henry A. Orne of the New York City Y. M. C. A., moved the adoption of this report and the motion was seconded by Dan Beard, and the nominees were thereupon elected. The movement was indebted to the Russell Sage Foundation, which generously released Mr. Hanmer for this work as Secretary. The chair was authorized to name at least four men to act with the officers as a Committee on Organization. A Committee on Organization, consisting of the officers and Dr. Gulick, Jacob A. Riis, Edgar M. Robinson, Colin H. Livingstone and Daniel Carter Beard, was appointed.

Mr. Preston G. Orwig, a former Y. M. C. A. man, was engaged as Field Secretary on a month-to-month basis, and the selection of John L. Alexander as Managing Secretary was approved. Literature and badges were investigated, and the search for a "permanent managing secretary" was begun.

Progress

In his first report, Alexander stated that the expenses for the month of June were \$358.54, which included the first office rent of \$25.00.

Leaders were clamoring for the new manual, and Seton and Alexander were working overtime on it. In his report of July 16, 1910, Alexander stated that the Manual would soon be off the press, and he added: "Mr. Seton deserves the thanks of the Committee for his untiring efforts in this direction."

During July 1910 our Managing Secretary spent much time in getting in touch with the Movement. This involved taking an inventory of Scouting material received from England and establishing what he called

Enlistment Stations in twenty-seven different centers of Boys' Work in New York City. These included Playgrounds, Settlement Houses, Boys' Clubs, Young Men's Christian Associations, Church clubs and similar organizations. He attended and addressed the Convention of the Brotherhood of St. Andrew, and spoke before a number of groups in various cities. He was invited to cities in and around New York where groups of men were contemplating organization of local Scouting Committees, and also visited boys' camps connected with Young Men's Christian Associations, including Newark and Paterson, Harlem, West Side New York, and Hartford. It was at this visit to the Hartford Camp that the first Scoutmasters' Training Class was organized.

First Literature

Pamphlets No. 1 and No. 2, and other literature were prepared during this month. More work had been done on the new Handbook by Seton and Alexander and it was about to be published.

The first big piece of publicity undertaken was in 1910, when the Niagara Lithograph Company was authorized to put out for the Minute Tapioca Company, 500,000 forty-eight-page booklets, fully illustrated, describing the Boy Scout Movement. This was written by John L. Alexander and illustrated by Gordon Grant. It was really a pamphlet on Scouting, and was produced as one of the early tasks of the new administration in the first months of 1911.

An Experimental Camp

Following the good example set by Baden-Powell in his experimental camp, we too tried an experimental camp for two weeks, August 16th to September 1st, 1910, at Silver Bay, New York. William D. Murray was in general charge, with Seton as leader, assisted by Robinson. This was really a demonstration by the Com-

THE BEGINNINGS IN AMERICA



Front Row, L. to R.: Mrs. D. C. Beard, Colin H. Livingstone, Lady and Lord Baden-Powell, Mr. and Mrs. W. G. McAdoo. In Second Row: James E. West, Daniel Carter Beard, Mortimer L. Schiff.

Photograph taken at one of the Scout demonstrations given in New York on the occasion of one of Baden-Powell's Scouting visits to the United States.

mittee on Organization of Seton's ideas embodied in his Tribe of Woodcraft. The boys lived in tepees, did their own cooking, and gathered around the council-fire at night. W. B. Wakefield, Baden-Powell's associate, came over again from England to attend the camp and give instructions to Scoutmasters. Charles B. Horton and Alexander assisted in running the camp. Here the competitive system, so often used in camps, was superseded by the merit system. Boys were taught not to glory in the defeat of their opponents, but rather to win honors by their own achievements. Daniel Carter Beard, who had been invited by Seton and Robinson to attend the camp, visited Silver Bay August 28th to 30th.

Baden-Powell Visits America

Interesting meetings of the Committee on Organization were held on September 3rd and 9th, 1910, at which arrangements were made for the visit of Baden-Powell to America. A committee consisting of Hanmer, Robinson, Beard and Pratt was appointed to arrange for a dinner in his honor. President William H. Taft was invited, when Seton and Robinson visited him at Beverly, Massachusetts, to become Honorary President of the National Council.

The dinner at which Mr. Seton presided was held on the evening of September 23rd at the Waldorf-Astoria Hotel. Baden-Powell modestly said he was not going to prescribe for us, as he outlined the work in England. He stressed the general idea of the need of Scouting, its aims, the English method of carrying it out and some of the results attained. He touched on the fundamentals in boy life and congratulated us on our progress. Those who heard him understood, in part at least, why the Boy Scout Movement had succeeded. This timely visit of the creator of the modern Boy Scout gave a sharp impetus to our work in America.

Some Early Problems

At one of the early meetings of the Committee on Organization on October 5th, 1910, Alexander gave a report covering the early days. Because it reveals the situation at that time, it is quoted rather fully. He said:

"The first month was taken up with the necessary issuing of printed matter and the answering of correspondence, which was pouring into the office. The work was undertaken on great faith, there being no money in the Treasury and merely a promise to the effect that there would be some. It was not until the middle of June the first thousand dollars came into the Treasury, and the things that were accomplished with the limited office space and

the very limited amount of money are worthy of especial note. The work is going tremendously, the correspondence being both heavy and important, and Scoutmasters have been enrolled approximating twenty-five hundred in forty-four States in the Union and our two dependencies, Porto Rico and Philippines. Through these men approximately one hundred and fifty thousand boys have been touched and the work is still going on without any sign of abatement. Hundreds of letters are pouring into our office daily, and the office force and equipment are absolutely inadequate to cope with the situation. Add to this the fact that Mr. Boyce either conscientiously or unconscientiously through his partner, Mr. Hunter, has withdrawn his financial support and you will see that we have an increasing amount of business with practically no revenue or support.

"You will remember that my engagement as Managing Secretary on the 1st of June was merely temporary, with the understanding that I should be free for whatever work I might desire to take up on the 1st of September. Conditions made it impossible for this alteration to take place, and I have tacitly agreed to remain with you until the first of January, when I wish to sever the very pleasant relations that have existed between us. I make this statement, not because I do not believe in the Movement, but because I have some things of interest which I set myself the task to accomplish.

"I consider the present status of the Movement to be somewhat critical, not only from the financial side, but also from the point of view of office facilities and the necessity of safe-guarding the Movement in the field. The Scout Movement is growing by leaps and bounds, but the Hearst Movement is causing us a little trouble through the confusion of the similarity in the names, and everywhere

throughout the country men are applying for the leadership of the Movement, men of whom we have comparatively very little knowledge. The safety of the Movement lies in its leadership, and I believe the only way that this can be safeguarded is through the formation of Local Committees, which will act upon these matters. To organize these Committees properly it is necessary to have a decent field staff at work among the cities in our country. Besides this, the correspondence which is pouring into our office should be answered promptly and the queries and difficulties of the writers solved, if possible. The importance and strategic value of our National Office will depend largely upon the literature. Therefore, it seems to me that an efficient staff of office secretaries is essential. The financial matter can be adjusted by the employment of a Financial Secretary, which I understand has already been done through your Committee on Finances and Publicity. This, with the engagement of an Executive Secretary to develop the Movement, will place you in a more comfortable position to do good work.

At this meeting, Frank Presbrey was added to the organization committee and appointed Chairman of the Press Committee.

At the next meeting, the call for financial help was heeded and S. A. Moffat was engaged as Financial Secretary.

E. M. Robinson Serves as Executive Secretary

The men on the Organization Committee were feeling more and more keenly the need of a permanent organization. Seton, Beard, Robinson, Hanmer and Pratt had devoted great blocks of time to the mechanics of the Movement. At the meeting on October 11th, a committee, consisting of Hanmer, Gulick, Robinson and Terry, was appointed to "bring in a complete scheme of organization." Alexander had asked to be relieved

at the end of the year, and a request was sent to the International Committee that E. M. Robinson be released for service as Executive Secretary. This request was granted and he served in this capacity during the remainder of the year. Mr. L. T. Warner of the International Committee of Y. M. C. A.'s was added to the Organization Committee.

At the meeting of October 19th, 1910, Robinson was requested "to go to Chicago to see Mr. Boyce concerning the matter of incorporation." At the next meeting he reported on this visit, and brought back Mr. Boyce's second contribution of \$1,000. The financial statement showed expenses for the preceding four months of \$2,923.35.

Forming a National Council

During September and October, 1910, the Committee on Organization was busy forming a National Council. The names of 62 leading citizens were suggested to be invited to become members. Lee F. Hanmer, the Secretary of the Committee, sent out the invitation in which he made a brief summary of the progress of the Movement. At that time, the plan was for "an Executive Board to carry on the Executive details, and a Board of Trustees to administer the funds."

The position which the Movement had attained in the few months of its existence is reflected in the answers to this invitation. Prominent men, already committed to heavy obligations for public service, gladly consented to serve. General Leonard Wood telegraphed from Washington, "Accept membership National Council Boy Scouts, Wish Movement every success." Elmer E. Brown, Commissioner of Education in Washington, wrote:

"I do not quite see how I can refuse so persuasive a letter as yours of October first, particularly when it comes from so good a friend of this office. At the risk of all manner of charges of inconsistency from societies whose

similar invitations I have declined, I am going to accept this one.

"Thank you for the honor which it conveys. I shall be glad if I can be of some little assistance in this matter, though what shape the movement is to take in this country is, I presume, still largely a matter for the future to determine."

Mortimer L. Schiff, with that careful study of the situation which was to mean so much to the Movement in later years, desired full information; and when it was sent to him, accepted the invitation in a characteristic way—he enclosed a check for \$1,000. Ernest K. Coulter wrote from the Children's Court: "I am kept very busy, but do not hesitate to call on me at any time." Col. Bomus, who in July had written "The Boy Scouts of the United States is in the field to stay", said in his letter: "It is with pleasure I accept your invitation to become a member of the National Council of Boy Scouts of America." Gen. Wingate, in his letter of acceptance, said: "I would esteem it a privilege to have the opportunity of doing anything I could do as far as my other pressing engagements will permit." Frank Lincoln Masseck, of the Knights of King Arthur, accepted "in order to show the cordial sympathy of his organization"; and in like manner Perry Edwards Powell of the Knights of the Holy Grail, in accepting the membership wrote: "I am at your service for any work that I can perform and you can command me at any time."

President Taft's Secretary wrote:

"The President directs me to say that he will accept the Honorary Presidency of the National Council of the Boy Scouts of America, and thus sustain a similar relation to the Movement in the United States as does King George to a similar Movement in England, and Lord Gray in Canada."

It was a wonderful cross-section of the feeling of the people towards this new experiment in work with boys.



Lord Baden-Powell, President Taft, Ambassador Bryce, Colin H. Livingstone.

The First National Council

The letterhead in November, 1910, bore the names of thirty-five members of the National Council, including such men as Admiral Dewey, Jacob A. Riis, Henry Van Dyke, John Wanamaker, and General Leonard Wood. Of this first National Council, Beard, Hoyt, Livingstone, Murray and Presbrey were still serving in 1935. George D. Pratt served until his death in 1935 and Mr. Presbrey until his passing in 1936.

The letterhead in use in February, 1911, under the caption, "Partial List of the National Council," bore the names of seventy-five men.*

*See Chapter V.

Charles Conrad Abbott
Daniel Carter Beard
Ernest P. Bicknell
Hon. Charles J. Bonaparte
W. D. Boyce
Col. Peter S. Bomus
Roeliff Brinkerhoff

Elmer E. Brown
Dr. Richard C. Cabot
Thomas Chew
Ernest K. Coulter
George S. Davis
Admiral George Dewey
William C. Demorest

THE HISTORY OF THE BOY SCOUTS OF AMERICA

B. L. Dulaney
Gen. T. C. DuPont
Griffith Ogden Ellis
Hon. John J. Esch
Hon. Homer Folks
William Byron Forbush
Dr. George J. Fisher
Hamlin Garland
Hon. James R. Garfield
Hon. Robert Garrett
William H. Gay
S. R. Guggenheim
Luther H. Gulick, M.D.
G. Stanley Hall
Lee F. Hanmer
George W. Hinckley
John Sherman Hoyt
Prof. Jeremiah W. Jenks
David Starr Jordan
Judge Henry K. Klamroth
Charles R. Lamb
Joseph Lee
Colin H. Livingstone
Judge Ben B. Lindsey
Hon. Frank O. Lowden
Hon. Nicholas Longworth
Hon. Lee McClung
J. Horace McFarland
Hon. Wm. B. McKinley
Milton A. McRae
Frank L. Masseck

William H. Maxwell
Arthur C. Moses
William D. Murray
Rev. Charles H. Parkhurst
Hon. Gifford Pinchot
Perry E. Powell
George D. Pratt
Frank Presbrey
Jacob A. Riis
E. M. Robinson
Col. Theodore Roosevelt
Ernest Thompson Seton
Oliver J. Sands
Mortimer L. Schiff
Charles Scribner
George Otis Smith
Lorillard Spencer, Jr.
Isidor Straus
Hon. Oscar S. Straus
Hon. William H. Taft
Seth Sprague Terry
Adj.-Gen. William Verbeck
Henry Van Dyke, D.D.
Lucien T. Warner
Richard B. Watrous
Gen. George W. Wingate
John Wanamaker
Benjamin Ide Wheeler
Maj.-Gen. Leonard Wood
Dr. Walter Wyman

The Incorporators Meet

Under the chairmanship of Seton, the Movement continued to operate under the Committee on Organization appointed at the meeting of June 21st, until October 25th, 1910, when the incorporators of the Boy Scouts of America, William D. Boyce of Chicago, Edward S. Stewart and Stanley D. Willis of the District of Columbia, met in Washington and organized. They elected as the first Board of Managers, men whose interest in the Movement had already been enlisted and whose connection with the interests of boys has already been stated. William D. Boyce, Colin H. Livingstone, George

D. Pratt, Mortimer L. Schiff, John D. Crimmins, William D. Murray, Seth Sprague Terry, Frank Presbrey, Lucien T. Warner, Lee F. Hanmer and Edgar M. Robinson. Mr. Crimmins did not accept the election. Associated with them ex-officio were Ernest Thompson Seton, Chief Scout and Daniel Carter Beard, Adjutant-General William Verbeck, Colonel Peter Bomus—National Scout Commissioners. A set of By-Laws was adopted. This document was the first constitution. The purpose stated was as follows:

“The object of the Boy Scouts of America is to organize the boys of the District of Columbia and elsewhere in the United States, into units, and to teach them or cause them to be taught through duly designated leaders, discipline, patriotism, courage, habits of preservation and self-control and ability to care for themselves in all exigencies of life.”

The officers were to be a president, first, second and third vice-presidents, and executive secretary, a treasurer and a chief scout. The annual meeting was to be held the second Tuesday in each year in Washington, D. C. This was because the organization was a District of Columbia corporation; and also because the Boy Scouts of America being a National Institution it would naturally meet at the Nation's capital.

Pushing Forward

One of the historic days in the life of the Boy Scouts of America was October 27, 1910, two days after the organization meeting in Washington, D. C. The scene was the Martha Washington Hotel in the City of New York. The Committee on Organization, which had labored so abundantly, met and formally handed over to the corporation, Boy Scouts of America, its records and holdings, and the Board of Managers of the Corporation accepted the material, thus continuing the activities which had been carried on pursuant to an agreement with Mr. Boyce. In this way, thanks to

Mr. Boyce's genuine and unselfish interest in boyhood, and to E. M. Robinson's clear vision of the need of one national organization, our present National Council began its career. Those present at this meeting were: W. D. Boyce, Colin H. Livingstone, Ernest Thompson Seton, Luther Halsey Gulick, Edgar M. Robinson, Colonel Peter S. Bomus, Daniel Carter Beard and S. A. Moffat.

Robinson's report of this meeting shows the expansion of the work in the demand for more office space and from the increasing cash handled—\$4,000 was in hand, and the estimated expenses for the month of December were \$2,000. Alexander with two stenographers was hard at work on the Scoutmasters' Manual and in revising the Boys' Handbook. The appointment of an Editorial Board was suggested and later in 1910 resulted in the selection of William D. Murray as Chairman, with A. A. Jameson and George D. Pratt. Attention was called to the annoyance caused by the existence of other movements whose purposes were not as clearly defined as ours. Alexander reported inquiries as to our intentions about "Girl Guides" and colored boys.

James E. West Invited

Major Bicknell of the Red Cross Society, William Knowles Cooper, General Secretary of the Washington, D. C., Young Men's Christian Association, Dr. Gulick, Mr. Livingstone and Mr. Hanmer strongly recommended a young Washington attorney, James E. West, for permanent "Executive Secretary", and an invitation was extended to him through Mr. Livingstone. At first the invitation was declined, but after meeting with the Executive Committee, West agreed to assume leadership responsibility for a period not to exceed six months, with the understanding that he would set up an organization, make a thorough survey of what, if any, changes should be made to adapt the Movement to meet American boy needs, produce necessary literature and put the Movement on a sound organizational



(L. to R.) E. S. Martin, E. Thompson Seton, C. H. Livingstone, W. J. Bryan, James E. West, Daniel Carter Beard.

basis. Either he or the Executive Committee were free to terminate the arrangement within the six months, but as West tells the story, the six months period never ended. On January 2, 1911, he opened the office in the Fifth Avenue Building, New York City, with seven people. During the early part of 1911, West maintained his own Law Office and his home in Washington, going home for week-ends.

West's Unusual Background

This was a fortunate choice for the Boy Scouts of America. As the English Movement owes so much to the genius who created it, so we in America have had, and still have, a genius, and we are deeply indebted to James E. West for the long, creative and inspiring leadership he has given to the Movement.

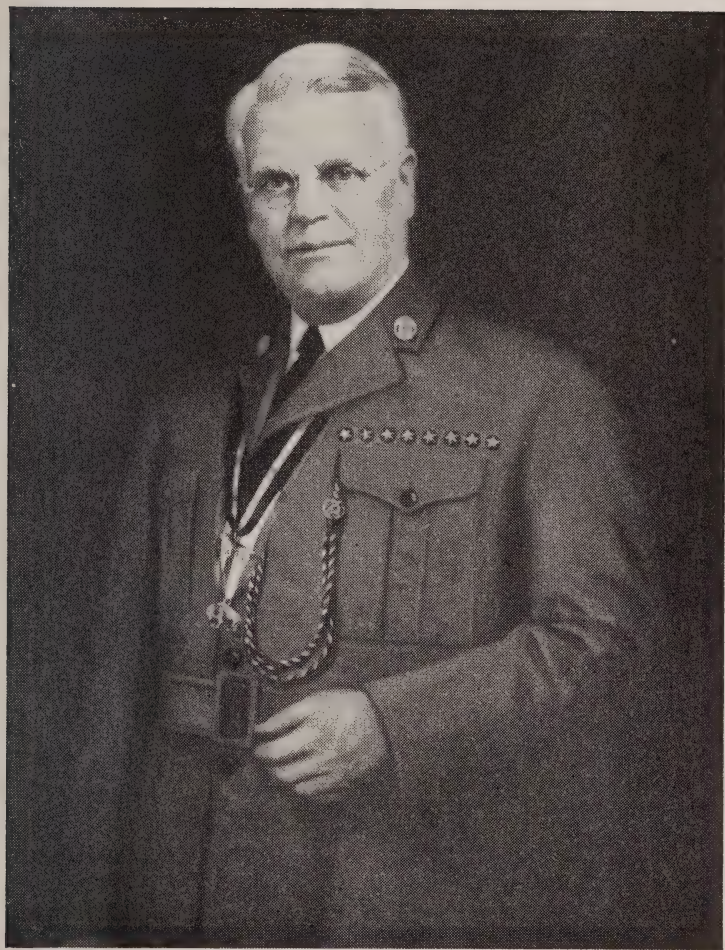
"Dr. West was a native of Washington, D.C. He had had unusually wide experience in connection with social work and editorial work. Left an orphan at the age of six and placed in

an institution for orphan children, he had had first hand opportunity for studying work for boys. While he was still at the orphanage, he became leader of 90 boys and later a Junior Officer in the institution and did much in directing their work, recreation and education. He earned his own way through high school and although physically handicapped, was manager of a football team and other school activities. He graduated from law school at twenty-five and was admitted to the practice of law in the District of Columbia and later before the Supreme Court of the United States.

"President Theodore Roosevelt appointed him on the Board of Pension Appeals and he later became assistant attorney in the office of the Secretary of the Interior. He had been very active in Y.M.C.A. work and he kept the Washington Y.M.C.A. running almost single-handed after a fire which gutted its building, which he later refitted without expense to the organization.

"His interest in the youth of the nation constantly dominated his work. He organized a Citizen's Committee and got Congress to give Washington a Juvenile Court. He promoted the Washington Playground Association and secured appropriations for it from Congress. He organized and served as secretary of the National Child Rescue League. It was through his personal interest that President Theodore Roosevelt called the first White House Conference on the Care of Dependent Children, with Dr. West as Secretary. 'But for you there would have been no conference', said Theodore Roosevelt afterward. 'I have always thought well of you, but I now feel that you are one of those disinterested and patriotic citizens to whom this country stands under a peculiar debt of gratitude.'

"In spite of his youth, he was early recognized as a social worker of vision, originality and power. Theodore Roosevelt counted him as a personal friend and warmly commended



Dr. James E. West (in 1935), Chief Scout Executive Since 1911.

his leadership. He served at this time in editorial capacity on the Delineator Magazine in connection with child welfare work."

The monthly report of the Field Secretary to this meeting showed that local committees had been organized in nineteen cities and that he had spoken in many places, in Churches, High Schools, Church Clubs and Young Men's Christian Associations, and had interviewed many people about organization. Approximately 100 Councils had been set up since October 8th.

Livingstone The First President

The first meeting of the newly elected Board of Managers of the Boy Scouts of America, now called the Executive Board, was held on November 22nd, 1910, at 128 East 28th Street, New York City. Six of the Board of Managers were present: Colin H. Livingstone, George D. Pratt, William D. Murray, Lee F. Hanmer, Daniel Carter Beard and Edgar M. Robinson. James E. West, who had been invited to sit with the Board was present. Mr. Livingstone was elected president pro tem. At the first annual meeting in 1911 he was formally elected president of the Boy Scouts of America by the National Council.

Colin H. Livingstone was born a Boy Scout, a descendant of David Livingstone, the African Missionary and Explorer. He grew up on a farm, loving nature and the great outdoors, and learning to work hard. In order to go to McGill University in Montreal, he earned money as a surveyor. There he became editor of the College paper. Upon being graduated he went to New York City and became a reporter on the *Herald*, and subsequently on the *World*, *Recorder* and *Times*. In 1896 he was appointed Secretary of Interstate Commerce and moved to Washington. Later he was elected Vice-President of the American National Bank. A mutual friend brought W. D. Boyce to his office and thus began his interest in Scouting. Mr. Livingstone is an Elder in the Presby-



A Troop Camp in 1911.

terian Church and was President of the American National Bank of Washington.

The officers of the Boy Scouts of America in 1911 were:

| | |
|----------------------------|-----------------------------|
| The Honorable Wm. H. Taft, | Honorary President |
| Col. Theodore Roosevelt, | Honorary Vice-President |
| Ernest Thompson Seton, | Chief Scout |
| Daniel Carter Beard, | National Scout Commissioner |
| Adj. Gen. Wm. Verbeck, | National Scout Commissioner |
| Col. Peter S. Bomus, | National Scout Commissioner |
| Colin H. Livingstone, | President |
| Benjamin L. Dulaney, | Vice-President |
| David Starr Jordan, | Vice-President |
| George D. Pratt, | Treasurer |
| James E. West, | Chief Scout Executive |

The members of the Executive Board were: President Colin H. Livingstone, W. D. Boyce, George D. Pratt, Mortimer L. Schiff, William D. Murray, Frank Presbrey, Seth Sprague Terry, Lucien T. Warner, Lee F. Hanmer, Edgar M. Robinson.

Those who had consented to serve on the National Council were men of national repute, men whose interests were in making a better Nation through its boyhood.



A 1910 Troop at Quincy, Mass.



Building the American Oath and Law

On the second of January, 1911, the Boy Scouts of America began operations in its own home, rented quarters to be sure, at the Fifth Avenue Building, at the corner of 23rd Street and 5th Avenue, in New York City, with James E. West, who has ever since served the Movement, as Chief Scout Executive. After a few months, Alexander left us to go with the "Men and Religion Movement." The office was small. Most of the Board meetings were held in the office of Mr. Schiff or Mr. Pratt or at the Banker's Club. Many memorable meetings of the Board were held at the hospitable homes of these two men. The staff numbered seven, and business continued to increase.

Immediate Tasks

The new Board and Executive faced two major problems:

1. How to cope with an increasing volume of nation-wide calls for information.
2. How, at the time, to carry rapidly to wise completion the building of American standards, as projected in the four commissions appointed for that purpose at the first annual meeting February 14, 1911.

Some idea of the activities of headquarters can be gathered from the fact that sixty new Councils were organized within thirty days. This was the reaction from the first annual meeting in Washington, and from



The Points of the Compass.

the publicity which was immediately undertaken. News letters were sent out to many newspapers. Visitors were coming to see what it was all about. By May more space had to be taken, for the growing work soon necessitated the employment of thirty-five men and women. In the first month 2,000 letters had been received and 7,200 sent out. By August this had increased to 3,300 letters received and 18,497 sent out. Between June and the first of August, 152 Scoutmasters had been commissioned. H. E. Shaffer had been appointed Scout Commissioner for Porto Rico and the so-called California Scouts had been absorbed.

In September of this year, John Sherman Hoyt was elected a member of the Executive Board. From the very beginning of the Movement he had taken an important part in the creation of the Boy Scouts of America and also had been active in the national work of the Young Men's Christian Association.

The first Handbook for Boys, adapted by Seton from the English book, had met with an enthusiastic reception. It was a time of beginnings; experiments were

being tried and progress planned. This natural expansion moved so swiftly that it was difficult to find time for the needed study and planning for the future as well as the immediate present. Mr. Hanmer of the Executive Board reported:

“That the concensus of opinion seemed to be that there were many important questions incident to the Scout Movement which should be the subject matter of counsel.”

The Four Commissions

The four commissions which had been appointed had a large task to build for American conditions and still take full advantage of the experience of other countries in Scouting.

The areas in which they were to work were:

1. Standardization of the Scout Oath, Scout Law, Tenderfoot, Second Class and First Class Requirements.
2. Finance.
3. Badges, Awards and Equipment.
4. Permanent Organization and Field Supervision.

In March the Committee on Standardization of the Scout Oath, Scout Law, Tenderfoot, Second Class and First Class Requirements was constituted. The members of the Committee were men whose experience with boyhood was most valuable to the adolescent Movement. Prof. Jeremiah W. Jenks, then of the New York University, formerly of Cornell, was secured as Chairman. As A. E. Winthrop wrote, “Getting Professor Jenks into the game is one of the best things yet developed.” This became more and more evident as the work of the Committee proceeded. The other members of the Committee were: Dr. Lee K. Frankel, George D. Porter, E. M. Robinson, G. W. Hinckley, G. E. Johnson, Clark W. Hetherington, Arthur A. Carey, John L. Alexander and James E. West.

Principles Followed

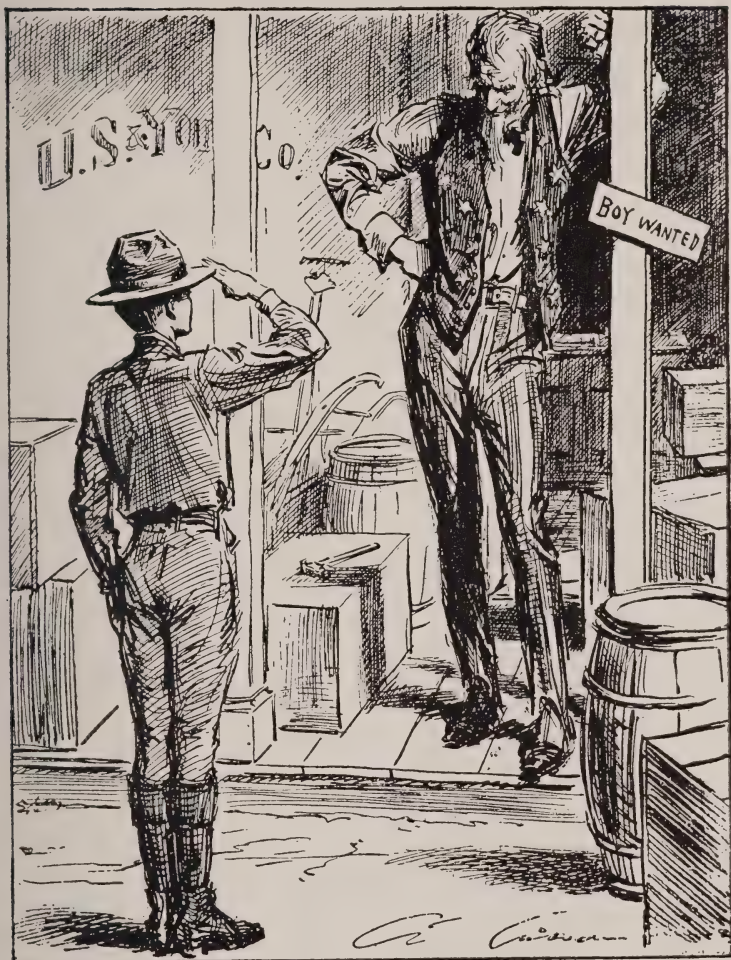
In its final report the Committee set forth the principles which had guided them in their deliberations:

- (1) The value of the Scout Requirements, Oath and Law to the boy himself in training him towards a life that should make him a useful, manly citizen.
- (2) The adaption of the Requirements and Law to conditions in America, in possible distinction from those existing in other countries.
- (3) The practical working of the Requirements and Law in local organizations under the direction of the local officials.
- (4) The attractiveness of the Requirements to young boys, with the thought that, by engaging their time and attention in these helpful and ennobling pursuits, they might thereby be kept from temptations in other directions that would be harmful.

In framing the Scout Oath or Promise, and the Scout Law, an effort was also made so to frame them, in form, that they could readily be grasped by boys and thus become a part of their daily thinking in work and play.

The change from the English Oath to the American form was due very largely to Dr. West. He wanted to bring into the obligation something which seemed more close and vital and meaningful in terms of the boy's own experience. (See close of this Chapter for comparison.)

For our guidance we had the English document, but all realized that it should be Americanized. Many lively meetings of the Committee were held during March and April; once they were in session for ten days, culminating in May when the revised Scout Oath, Scout Law, and the Requirements for Tenderfoot, Second Class, and First Class Scouts were sent out to qualified men in all parts of the country. (See Appendix B)



Copr. Life Pub. Co., 1920

YOU'LL DO. Drawn by Charles Dana Gibson
Reprinted from *Life*, Feb. 7, 1920

Securing Advice

The Commission on the revision of the Scout Oath and Law was unwilling to assume full responsibility for recommending official approval of the outcomes of their research and conferences without the advice of

outstanding leaders in the field of education. The Scout Oath and Law as it was in operation by the British Boy Scout Association, together with the revisions as developed by the Committee, were printed in galley proof and sent by letter over the signature of Dr. Jeremiah W. Jenks, Chairman of the Commission, to a list of 500 or 600 Presidents of Universities and Colleges. The letter requested the individual suggestions or criticisms of the Presidents and in addition that a group of Professors in the Education Department of the university be asked to make it a subject of group discussion. This resulted in a number of very helpful suggestions. The outstanding comment, however, was one of hearty approval of the changes that had been made to meet conditions in dealing with the youth of America.

The Twelfth Scout Law

Another notable change from the English document was the addition of our 10th, 11th and 12th Laws.

The Chief Scout Executive in emphasizing the religious element in Scouting once said,

“We took the nine English Laws and analyzed each of them. We had before us recommendations, including some fifty laws including many suggestions by Mr. Ernest Thompson Seton. We agreed finally to add one for cleanliness, which the English did not then have. We added one for bravery. They did not have this. My judgment of the Twelfth Scout Law is that it is one of the very finest things in the whole scheme of Scouting and one of the reasons we have had such outstanding success. It is one of the reasons we have such a large percentage of boys. From my point of view, the real people in America, the people that have made America from the early days, are those who have had deep religious convictions based upon personal religious experiences and those who serve others because of the joy of service. I felt at that time, as I feel now, that there is nothing



First-Aid in 1912.

more essential in the education of the youth in America than to give them religious instruction and I advocated that this be included in the Twelfth Scout Law, 'A Scout is reverent. He is reverent toward God. He is faithful in his religious duties and respects the convictions of others in the matter of custom and religion.' Think that through; think of the early history of America; undertake to describe America as it differs from other countries; think of America's history since that time. Read the Declaration of Independence. Read the Constitution of the United States of America. Familiarize yourself with its leaders who have been vital factors in the life of America, and you will find that the basis for instructing the youth of America is first, reverence toward God; second, faithfulness in their own religious duties in accordance with their own religious convictions; and third; which is essential to democracy, is that we respect the convictions of others in matters of custom and religion."

Building the American Scout Oath

Wishing to widen the scope of the Oath or Promise, the Committee further changed the English form by adding our third requirement, "To keep myself physically strong, mentally awake, and morally straight"—body, mind and spirit.

Scores of replies were received clearly indicative of the interest men were taking in the Scout Movement. Among them might be mentioned G. Stanley Hall, William Byron Forbush, Henry C. King, Richard G. Morse, Joseph Lee, Cyrus Northrup, Hamlin Garland, Lee K. Frankel, Benjamin Ide Wheeler, Ernest Thompson Seton, John Timothy Stone, E. L. Thorndike and Gifford Pinchot.

There were a number of suggested changes in the Requirements for Scouts, but most of the replies had to do with the Oath and Law. There was a very general approval of the outline submitted. Many men wrote in words like those of Josiah Strong, who said:—

"I have read carefully and with much interest the revised American Scout Law, etc., and like it very much indeed. I deem it an important improvement on the English. It recognizes the fundamental pedagogical and ethical laws. The whole movement indicates that we are to have a new age of chivalry far nobler than the old which was so eloquently mourned by Burke. It makes me wish that I were fifty years younger, or else that the Scout Movement were fifty years older."

There were a few suggestions for additional laws such as respect for the property of others, keeping the Sabbath day, abstaining from tobacco, personal purity and using natural resources, but it was felt that broadly understood the twelve laws covered the important life areas.

Whether to use the word Vow, Promise, Oath or Pledge brought out various opinions. One prominent churchman objected to the use of the word Vow. Baden-Powell had used the word "Promise" and in the



Earnest Signalers of Yesteryear.

handbook edition sent out it was called "The Scout Vow." The final decision was left with the Executive Board and the term "Scout Oath" has proved entirely satisfactory for the boy's promise or pledge to do his best to follow the ideals.

Many suggested changes in the wording of the Laws, one of the most significant being that in the 2nd and 7th Laws the word "Parents" be given the first place. A number didn't like the word used by the English, "whistle," in the 8th Law, and suggested, "He smiles" instead. One man wrote of the 8th Law:

"It is amusing as it stands, and probably it may not pay to change it, but if a boy really did whistle under all circumstances, you would have to wring his neck."

In the English version, the word "circumstance" was later changed to "difficulties".

Many, including Mortimer L. Schiff, objected to the word "Tips" in the 5th law and suggested as a substitute, "must not receive compensation." The question

of loyalty in the 2nd Law, caused some discussion before the revision was sent out, especially from labor organizations; though they have approved it many times since. It required the Scout to be loyal to his employer.

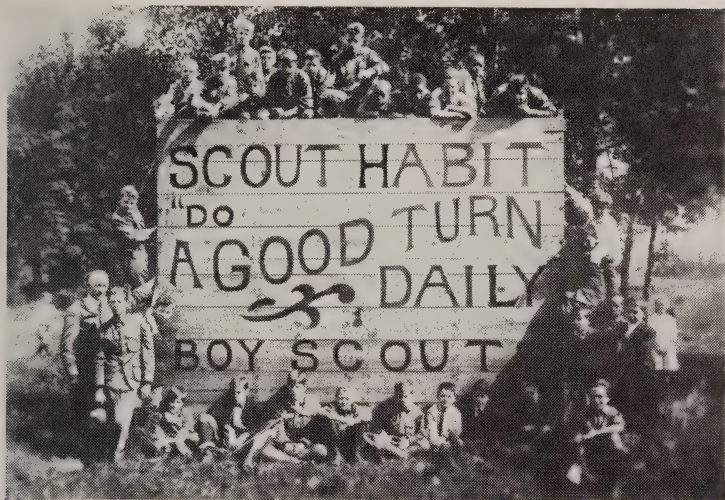
The Good Turn

One of the most important of the Laws was the third, involving the Daily Good Turn. This was very deliberately developed in an effort to overcome the habit of selfishness that is practically universal. It was a rather new idea to expect a boy to find fun in helping people. Some of our advisors thought it would be very hard to get boys to do it. But none of the minor questions raised seemed important alongside the very evident possibilities in it—so the Committee decision to include it was unanimous.

There was some discussion on the part of those who felt that it would have an unfortunate effect if the boys reported their Good Turns in public. Accordingly, the policy was adopted and has remained in force ever since that the boy's individual Good Turns are not reported. They are a matter between his Scout conscience and himself. The role of the Good Turn as a factor in character-building is discussed more fully in the chapter on "The Good Turn." (Chapter XXI)

The final report was made by the Committee on May 3rd. On the 6th the Executive Board accepted the report with a few minor changes, subject to the approval of the National Council. This gave us the Oath and Law as we now have them. They are printed here in parallel with the English for comparison.

When the work of all four Commissions had been completed and a new Handbook had been developed, 5,000 copies of this book were printed in proof form. 4,600 of these were sent with a letter on behalf of the Editorial Board to a list of 4,600 men engaged in boys' work, including those active in Scouting, Y.M.C.A. boys' work secretaries, boys' clubs and neighborhood house workers and outstanding teachers of boys in Sun-



day Schools. This procedure of asking others to share with the management of the Boy Scouts of America in going forward with their responsibility not only developed many helpful suggestions, but it won for the Movement the sympathetic support and active cooperation of all engaged in boys' work at that time, with but few exceptions. This procedure of asking others for comments and suggestions has been characteristic of all of the major developments in Scouting during the quarter century.

Comparison of British and American Scout Oath (Promise) and Law

BRITISH BOY SCOUTS ASSOCIATION

THE SCOUT'S PROMISE

"On my honour I promise that I will do my best,

1. To do my duty to God and the King,

BOY SCOUTS OF AMERICA

THE SCOUT OATH OR PROMISE

"On my honor I will do my best:

1. To do my duty to God and my country, and to obey the Scout Law;

THE HISTORY OF THE BOY SCOUTS OF AMERICA

BRITISH

2. To help other people at all times,
3. To obey the Scout Law.*

THE SCOUT LAW*

1. A SCOUT'S HONOUR IS TO BE TRUSTED. If a Scout says, "on my honour it is so," that means that it is so, just as if he had taken a most solemn oath.

Similarly, if a Scout Officer says to a Scout, "I trust you on your honour to do this," the Scout is bound to carry out the order to the very best of his ability, and to let nothing interfere with his doing so.

If a Scout were to break his honour by telling a lie, or by not carrying out an order exactly when trusted on his honour to do so, he may be directed to hand over his Scout Badge, and never wear it again. He may also be directed to cease to be a Scout.

2. A SCOUT IS LOYAL TO THE KING, and to his officers, and to his parents, his country, and his employers. He must stick to them through thick and thin against anyone who is their enemy or who even talks badly of them.

3. A SCOUT'S DUTY IS TO BE USEFUL AND TO HELP OTHERS. And he is to do his duty before anything else, even though he gives up his own pleasure, or comfort or safety to do it. When in difficulty to

AMERICAN

2. To help other people at all times;
3. To keep myself physically strong, mentally awake, and morally straight."

THE SCOUT LAW

1. A SCOUT IS TRUSTWORTHY. A Scout's honor is to be trusted. If he were to violate his honor by telling a lie or by cheating or by not doing exactly a given task, when trusted on his honor, he may be directed to hand over his Scout Badge.

2. A SCOUT IS LOYAL. He is loyal to all to whom loyalty is due; his Scout Leader, his home and parents and country.

3. A SCOUT IS HELPFUL. He must be prepared at any time to save life, help injured persons, and share the home duties. He must do at least one good turn to somebody every day.

*The discussion under each Law of the British Boy Scouts Association is not a part of the Law, as in America, but is an interpretation—one of several that have been made.

BUILDING THE AMERICAN OATH AND LAW

BRITISH

know which of two things to do, he must ask himself, "Which is my duty?" That is, "Which is best for other people?"—and do that one. He must Be Prepared at any time to save life, or to help injured persons, and he must try his best to do a good turn to somebody every day.

4. A SCOUT IS A FRIEND TO ALL, AND A BROTHER TO EVERY OTHER SCOUT, NO MATTER TO WHAT SOCIAL CLASS THE OTHER BELONGS. Thus if a Scout meets another Scout, even though a stranger to him, he must speak to him, and help him in any way that he can, either to carry out the duty he is then doing, or by giving him food or, as far as possible, anything that he may be in want of. A Scout must never be a SNOB. A snob is one who looks down upon another because he is poorer, or who is poor and resents another because he is rich. A Scout accepts another man as he finds him, and makes the best of him.

"Kim," The Boy Scout, was called by the Indians "Little friend of all the world," and that is the name that every Scout should earn for himself.

5. A SCOUT IS COURTEOUS. That is, he is polite to all—but especially to women and children, and old people and invalids, cripples, etc. And he must not take any reward for being helpful or courteous.

6. A SCOUT IS A FRIEND TO ANIMALS. He should save them as far as possible from

AMERICAN

4. A SCOUT IS FRIENDLY. He is a friend to all and a brother to every other Scout.

5. A SCOUT IS COURTEOUS. He is polite to all, especially to women, children, old people, and the weak and helpless. He must not take pay for being helpful or courteous.

6. A SCOUT IS KIND. He is a friend to animals. He will not kill nor hurt any living

THE HISTORY OF THE BOY SCOUTS OF AMERICA

BRITISH

pain, and should not kill any animal unnecessarily, even if it is only a fly—for it is one of God's creatures. Killing an animal for food or an animal which is harmful is allowable.

7. A SCOUT OBEYS ORDERS of his parents, patrol leader or Scoutmaster without question. Even if he gets an order he does not like he must do as soldiers and sailors do, he must carry it out all the same because it is his duty; and after he has done it he can come and state any reasons against it, but he must carry out the order at once. That is discipline.

8. A SCOUT SMILES AND WHISTLES under all circumstances. When he gets an order he should obey it cheerily and readily, not in a slow, hang-dog sort of way. Scouts never grouse at hardships, nor whine at each other, nor swear when put out, but go on whistling and smiling. When you just miss a train or someone treads on your favorite corn—not that a Scout should have such things as corns—or under any annoying circumstances, you should force yourself to smile at once and then whistle a tune, and you will be all right.

A Scout goes about with a smile on and whistling. It cheers him and cheers other people, especially in times of danger, for he keeps it up then all the same. (Not in present law.)

The punishment for swearing or using bad language is

AMERICAN

creature, needlessly, but will strive to save and protect all harmless life.

7. A SCOUT IS OBEDIENT. He obeys his parents, Scoutmaster, patrol leader, and all other duly constituted authorities.

8. A SCOUT IS CHEERFUL. He smiles whenever he can. His obedience to orders is prompt and cheery. He never shirks nor grumbles at hardships.

BUILDING THE AMERICAN OATH AND LAW

BRITISH

for each offence a mug of cold water to be poured down the offender's sleeve by the other Scouts. It was the punishment invented by an old British Scout, Captain John Smith, three hundred years ago.

9. A SCOUT IS THRIFTY, that is he saves every penny he can, and puts it into the bank, so that he may have money to keep himself when out of work, and thus not make himself a burden to others; or that he may have money to give away to others when they need it.

10. A SCOUT IS CLEAN IN THOUGHT, WORD, AND DEED, that is, he looks down upon a silly youth who talks dirt, and he does not let himself give way to temptation either to talk it or to think, or do anything dirty. A Scout is pure and clean-minded and manly.

(Note: Added in 1912.)

AMERICAN

9. A SCOUT IS THRIFTY. He does not wantonly destroy property. He works faithfully, wastes nothing, and makes the best use of his opportunities. He saves his money so that he may pay his own way, be generous to those in need, and helpful to worthy objects. He may work for pay but must not receive tips for courtesies or good turns.

10. A SCOUT IS BRAVE. He has the courage to face danger in spite of fear, and to stand up for the right against the coaxing of friends or the jeers or threats of enemies; and defeat does not down him.

11. A SCOUT IS CLEAN. He keeps clean in body and thought, stands for clean speech, clean sport, clean habits, and travels with a clean crowd.

12. A SCOUT IS REVERENT. He is reverent toward God. He is faithful in his religious duties, and respects the convictions of others in matters of custom and religion.

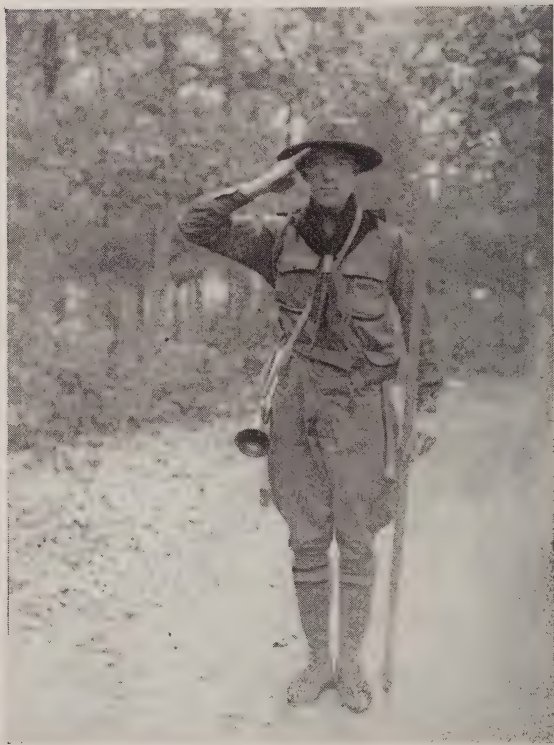
Of the Scout Oath and Law President Coolidge said, in that address we ought to read over and over again:

THE HISTORY OF THE BOY SCOUTS OF AMERICA

"What a formula for developing moral and spiritual character. What an opportunity for splendid service in working to strengthen their observance in all Scouts and to extend their influence to all boys eligible for membership. it would be a perfect world if everyone exemplified these virtues in daily life."

The really significant thing is how earnestly the Scout tried to help others—that is vital, as Grantland Rice has so well recorded:

"And when the last Great Scorer comes
To write against your name,
He'll ask not if you won or lost
But how you played the game."



Ready to Help.



CHAPTER IV

Financing the National Movement

The financial growth of the Boy Scouts of America is as dramatic a story as that of the growth of any of our great business enterprises. As a matter of fact, its financing at the close of the quarter-century was quite unique among all the national social work agencies, as the funds for its national work were secured largely from within the organization. Beginning in uncertainty, but in great faith, it has had to live in all kinds of weather, favorable and unfavorable, including a World War in the first decade and a world-wide depression at the close of the second.

The more rapidly it grew, the greater became the demands upon it. In commercial enterprises involving profit, more business means increased profit—but in a social service movement like Scouting, its rapid growth meant just that much more to carry and to be met.

The Beginnings

When the Movement was started in 1910 only a few people in America knew anything about Scouting. Here and there in different parts of the country Troops of Scouts had appeared. Those who were interested in financing work with boys were tied up with existing organizations.

The beginnings were very small indeed. At the meeting of the organization committee in June, 1910, bills amounting to \$358.54 were ordered to be paid, and the

THE HISTORY OF THE BOY SCOUTS OF AMERICA

Secretary reminded the Committee that for October \$1,876.00 would be needed, besides \$1,000 worth of furniture.

"We have been eking out an existence," he said, "on borrowed desks, tables, chairs, etc. We have no letter files or necessary office equipment. The office demands relief."

The first \$1,000 of \$4,000, came from W. D. Boyce in June and the work done with that money is worthy of special note. A budget of \$7,643.46 was suggested for the last quarter of 1910, and in October the Finance Committee, through E. M. Robinson, reported the engagement of Samuel A. Moffat as Financial Secretary.

The first bank account of the Boy Scouts of America was opened by the Treasurer, George D. Pratt, on October 4, 1910, with the deposit of \$3,018.11 in the Fifth Avenue Bank in New York City. The entire receipts to the middle of January 1911 were only \$15,281 leaving a deficit of \$2,242.27.

At this time the Finance Committee consisted of Mortimer L. Schiff, V. Everit Macy, John Sherman Hoyt, George D. Pratt, Charles D. Stickney, Jay Phipps, William Sloan, and H. Rodgers Winthrop. The chairmanship some months later was accepted by Mr. Hoyt.

At the February 14, 1911 Annual Meeting the following policy was recommended by a committee consisting of Mortimer L. Schiff, George D. Pratt, Milton A. McRae, B. L. Dulaney, and Major Lorillard Spencer:

"The question of finances was carefully discussed and it was decided that until a permanent plan of organization is definitely agreed upon, that no general canvass should be made for financial support—but that a number of the friends of the Movement, from various parts of the country, should be called upon to care for its financial needs during the coming year."

Following this meeting, as a part of the general program of the new leadership, four special committees or commissions were appointed on Permanent Organiza-



(L. to R.) M. A. McRae, Horatio Ford, Samuel Mather, George D. Pratt, James E. West, Colin H. Livingstone at Cleveland in 1915.

tion, on Scout Requirements, on Americanization of the Oath and Law, and on Finance.

The policy statement of the First Annual Meeting, however, marked the first financial policy of the early years of the Movement. Viewed historically there have been three distinct phases of National Council financial policy; although the periods have overlapped:

- I. The Period of Individual Solicitation—1910-1915.
- II. The Period of Large Scale Mass Campaigns—1915-1919.
- III. The Period of Development of Predictable Income—since 1920.

I. The Period of Individual Solicitation

This method of securing funds was slow and took an immense amount of time. However, the members of the Executive Board rallied loyally to meet the problem.

The third annual report lists 366 givers for the year 1912. There were but nine gifts of \$1,000 or more—

THE HISTORY OF THE BOY SCOUTS OF AMERICA

Mrs. Russell Sage, \$7,000; Andrew Carnegie, \$6,000; John D. Rockefeller, Jr., \$6,000; George D. Pratt, \$5,500; Mortimer L. Schiff, \$4,800; Herbert L. Pratt, \$2,000; August Belmont, \$1,020; James A. Curtiss, \$1,100; Samuel Mather, \$1,000. There were but nineteen contributions over \$100 and only sixty-one over \$25. One hundred and twenty-six gave \$10 and one hundred thirty-three gave less than that amount. These contributions averaged slightly less than ten dollars each.

Examination of the correspondence of the Chief Scout Executive with President Livingstone during the early years, reveals that the individual solicitation for funds was a major problem and practically a perpetual year-round process.

The Board minutes for April 26, 1912 record the following statement which points out the possible usefulness of the Supply Service as a source of income for operating the National Council:

“From the experience of the last year, we believe that the equipment and Supply Department is capable of development in such a way as to secure for the organization in a way which will not be a hardship to anyone, a substantial portion of expenses for the Movement in the years to come.”

While the personal solicitation plan had to be used for several years, and while for a time members of the National Council contributed \$5 or more each, we also find in 1912 the beginnings of two other plans—sustaining memberships were proposed and voluntary contributions from Local Councils were started by \$2,000 from Boston, while Chicago, Philadelphia and Buffalo offered to make contributions, thus foreshadowing the later quota idea.

In 1914 the individual solicitations showed great growth over 1912. Instead of nine gifts over \$1,000 there were 37 and instead of 19 over \$100 there were 139. While this method of raising funds was continued on through the decade, we find in the Supply Service report just cited and the two following quotations, evi-



Former Presidents of the B. S. A.

dence of the beginnings of more permanent financing.

On February 12, 1914 the National Council adopted the following resolution:

“Resolved, that the plan be further developed for the volunteer payment by Local Councils of from 5 per cent to 10 per cent of their budget toward the expense of the National organization, meanwhile endeavoring to retain the large contributions, and continuing the efforts to secure a number of people who will agree to give from \$10 to \$100 annually.”

In pursuance of this policy during 1915 the following Local Council contributions were received:

| | |
|--------------------------------------|----------|
| Allegheny County Council—Pittsburgh. | \$833.33 |
| Atlantic City Council..... | 25.00 |
| Chicago Local Council..... | 833.33 |
| Denver Local Council..... | 250.00 |
| Grand Rapids Local Council..... | 125.00 |
| Hartford Local Council..... | 100.00 |
| Norfolk Local Council..... | 25.00 |
| Philadelphia Local Council..... | 750.00 |

Also in 1914, the Councils in Detroit, Philadelphia and Worcester had contributed \$110, \$250, \$25, respectively.

The plan of registration was made effective Oct. 30, 1911 for Scoutmasters and Commissioners to renew their registrations annually and the registration of all Scouts was instituted in October 1914. These are discussed in Chapter X. These arrangements also had a financial significance, particularly after the registration fee was increased from 25 cents to 50 cents in 1921. Its foundation was laid in these early years.

II. The Period of Large Scale Mass Campaigns

As the Movement rapidly reached more boys it became imperative to develop larger scale plans for securing support. The problem was how to reach more people. In 1914, Charles S. Ward contributed his ser-

vices for the organization of a "drive", which tided over that year.

For a number of years, it was the custom to make a telegraphic appeal for contributions at the close of the year.

Of course the holiday season of 1913 is a good example. In the last six weeks of the year, 5,300 appeals had been sent out in the mail with but scant response. Following an article in "The Outlook", 17,000 letters had been sent out, 12,000 of them going to "Outlook" subscribers. Then came the great effort. On Christmas Eve and on New Year's Eve telegrams were sent to a selected list suggesting respectively Christmas and New Year's gifts to the Movement.

By dint of such effort, there was built up a mailing list of contributing friends of the Movement, so that when the quota plan went into effect the National Office turned over to the Greater New York Foundation a list that had produced \$150,000 a year for the New York City and the National work of which \$55,000 had been for the National Council. This list was given in exchange for an agreement on the part of the Foundation to accept a definitely stated and agreed upon annual quota for National work.

The mass efforts for associate memberships in general were somewhat disappointing as the amounts were small and the effort involved in seeing so many, proved costly.

The largest and last of the nation-wide campaigns was carried on in 1919 under the effective chairmanship of Hon. William G. McAdoo, who accepted the chairmanship as an expression of his appreciation for the outstanding service rendered by the Boy Scouts of America in their Liberty Loan and other War services to the Nation.

President Wilson graciously issued a proclamation of such historic importance that it is quoted here:

“By the President of the United States A Proclamation

“THE BOY SCOUTS OF AMERICA have rendered notable service to the Nation during the World War. They have done effective work in the Liberty Loan and War Savings campaigns, in discovering and reporting upon the black walnut supply, in cooperating with the Red Cross and other war work agencies, in acting as despatch bearers for the Committee on Public Information, and in other important fields. The Boy Scouts have not only demonstrated their worth to the Nation, but have also materially contributed to a deeper appreciation by the American people of the higher conception of patriotism and good citizenship.

“THE BOY SCOUT MOVEMENT should not only be preserved, but strengthened. It deserves the support of all public-spirited citizens. The available means for the Boy Scout Movement have thus far sufficed for the organization and training of only a small proportion of the boys of the country. There are approximately 10,000,000 boys in the United States between the ages of twelve and twenty-one. Of these only 375,000 are enrolled as members of the Boy Scouts of America.

“AMERICA cannot acquit herself commensurately with her power and influence in the great period now facing her and the world unless the boys of America are given better opportunities than heretofore to prepare themselves for the responsibilities of citizenship.

“EVERY nation depends for its future upon the proper training and development of its youth. The American boy must have the best training and discipline our great democracy can provide if America is to maintain her ideals, her standards and her influence in the world.

“THE plan, therefore, for a Boy Scout Week during which a universal appeal will be made

to all Americans to supply the means to put the Boy Scouts of America in a position to carry forward effectively and continuously the splendid work they are doing for the youth of America, should have the unreserved support of the Nation.

"THEREFORE, I, WOODROW WILSON, PRESIDENT OF THE UNITED STATES OF AMERICA, do hereby recommend that the period beginning Sunday, June 8th, to Flag Day, June 14th, be observed as Boy Scout Week throughout the United States for the purpose of strengthening the work of the Boy Scouts of America.

"I EARNESTLY recommend that, in every community, a Citizens' Committee under the leadership of a National Citizens' Committee, be organized to cooperate in carrying out a program for a definite recognition of the effective services rendered by the Boy Scouts of America; for a survey of the facts relating to the boyhood of each community, in order that with the cooperation of churches, schools and other organizations definitely engaged in work for boys, adequate provision may be made for extending the Boy Scout Program to a larger proportion of American boyhood.

"THE BOY SCOUT MOVEMENT offers unusual opportunity for volunteer service. It needs men to act as committeemen and as leaders of groups of boys. I hope that all who can will enlist for such personal service, enroll as associate members and give all possible financial assistance to this worthy organization of American boyhood. Anything that is done to increase the effectiveness of the Boy Scouts of America will be a genuine contribution to the welfare of the Nation.

"In witness whereof I have hereunto set my hand and caused the seal of the United States to be affixed.

"DONE this first day of May in the year of our Lord, one thousand nine hundred and nine-

teen, and of the Independence of the United States of America, the one hundred and forty-third.

(Signed) WOODROW WILSON.

“By the President:

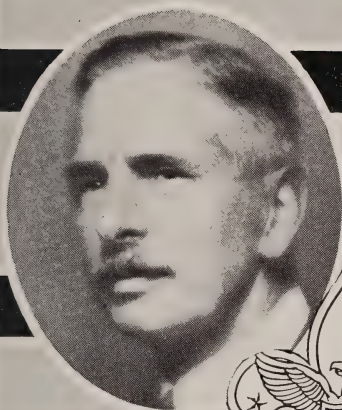
ROBERT LANSING, Secretary of State.”

The objectives were—to further education and expansion; to show appreciative interest in the boyhood of the community; to organize new Troops and more Local Councils; to enlist Scoutmasters and to secure associate memberships. This resulted in 343,688 associate members being secured and gifts of \$636,929 for the National Council and the New York City work. During this week \$1,012,012 was raised in various cities for the work of Local Councils.

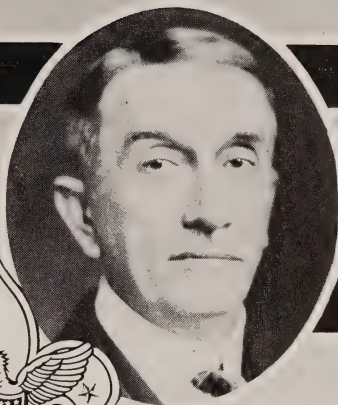
III. Period of Development of Predictable Income

The very nature of the McAdoo Campaign and the fact that they had used the National Liberty Loan Committees in many communities quite independent of the Local Councils, had of course affected the regular efforts of local financing and led Local Councils to suggest that there be some Quota Plan whereby, in consideration of the National Council giving up periodic drives for funds in the Local Council territory, the Local Council would voluntarily undertake to secure, in connection with the raising of its own budget, a sum of money for the National Council, in such amount as the National Council might suggest as representing the fair share of the Local Council under such a plan.

Late in 1919, the Finance Committee, after having canvassed the field, recommended to the Executive Board that there be developed and presented to the National Council at its next Annual Meeting such a plan for putting the finances of the National Council on a more permanent basis. This recommendation was carried out and at the Annual Meeting of the National Council held on March 26, 1920, a Quota Plan was



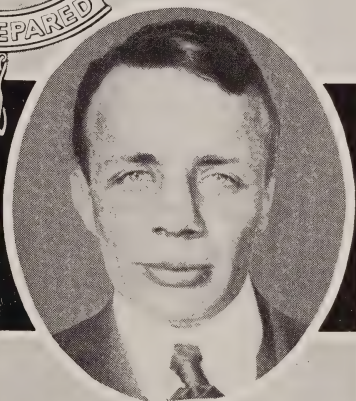
JOHN SHERMAN HOYT
1910-



MELL WILKINSON
1922-



STUART W. FRENCH
1929-



COL. THEODORE ROOSEVELT
1919-

Vice-Presidents of the Boy Scouts of America in 1937.

adopted. Due to the fact that this plan was announced to the field after most of the Local Council financial plans for that year had been completed, there was but a partial response that year.

Later, in 1921, the basis for allocating quotas was changed and simplified, so that it was related solely to the population served by the Council. This was well received and has proved a predictable source of income which has weathered even a world depression.

One interesting aspect of the Quota Plan is that the National Council spends more in direct field work in the Regions than the Regions contribute in quotas. Well over one half of the National Council budget is spent in such work—visiting local communities and aiding them with their training and their problems.

In 1921, the registration fee of the individual Boy Scout was increased. It had been twenty-five cents which did not cover the actual costs of registration. Some other organizations had set their comparable fee at \$1.00. After careful study it was deliberately decided to make the fifty cent registration fee of the individual Boy Scout cover the costs of registration, as well as provide some revenue for the work of the National Council.

The Mark M. Jones report (see Chapter IX) recommended that all adult Scouters be registered and pay a registration fee of \$1.00 each per year. This was the logical extension of the safeguards and values of the earlier registration of Scoutmasters, started in 1911, and of that of Scouts, begun in 1913. This Registration of Scouters was adopted in 1929, thus adding a reasonably dependable sum to our income, though a substantial share of it goes to send the magazine SCOUTING to each registered Scouter. In 1930 the same registration procedure was applied to the Cubs and Cubbers of the New Cubbing Program for younger boys.

Beginning in 1911, there had been initiated our Supply Service, in order to provide Scouts with official equipment and supplies of high quality at reasonable prices. Quietly serving year by year, this feature of

the Movement has supplied the Movement with the small percentage of profit on such supplies as well as royalties on literature and articles of official equipment.

At the close of its first twenty-five years, we find the Scout Movement unique among comparable movements both here and abroad in the matter of its financing. As we have outlined here there are three main sources of income which have been developed.

1. The complete registration plan
2. The voluntary quotas from Councils
3. The Supply Service and Royalties.

In 1936, these produced respectively 60%, 16% and 16% of the support of the field work and National Service of the Movement.

No Deficits

The Executive Board and the Finance Committee have labored earnestly across the years and contributed generously to the financing of the National Movement. The financial policy has been the conservative one of living within the budget. Only on two occasions have deficits been authorized and then by agreement. In later years, deficits have been forbidden. Therefore it is only fair to record that one of the heavy responsibilities laid upon the shoulders of the Chief Scout Executive has been as Executive Officer, to take the initiative in developing ways and means with them for balancing the annual budgets.

Each year when the Executive Board adopts the recommended budget they say to him in effect—"This budget is approved on the definite condition that funds to that amount shall come in." Here is a typical instance, from the 1931 minutes of the Finance Committee:

"After discussion it was decided that the budget should be recommended to the Executive Board for adoption as presented, with the understanding that the Chief Scout Executive and the Comptroller are to assume the re-

THE HISTORY OF THE BOY SCOUTS OF AMERICA

sponsibility for reporting monthly to the Finance Committee and to the Executive Board on the realization of income in ratio to budgeted expectations, and if income does not come up to budgeted expectations, then expenses under the appropriations are to be reduced even if it becomes necessary to reduce salaries."

Despite a steady and marked increase in the services rendered to Local Councils, the National Council per capita expenditures for those services have decreased. The per capita costs per-total-individuals-registered during each year were:

| | |
|---------------|---------------|
| 1929—79 cents | 1933—61 cents |
| 1930—71 cents | 1934—65 cents |
| 1931—76 cents | 1935—67 cents |
| 1932—68 cents | 1936—65 cents |

These include the totals of all National Council outlays for all purposes, including all field service and travel and all other service to Local Councils.

Special Funds

A social movement, in which the boys to be served increase more rapidly than the resources to render the service—often faces two alternatives—either to let the expansion wait or else try to find special funds.

The Movement, therefore, has on many, many occasions in the past twenty-five years been enabled to effect needed progress through special gifts or advances from Foundations and from individual friends.

Friends have made available sums varying from \$20,000 to over \$100,000 per year for special field work. The Interracial Service has received \$15,000—\$20,000 yearly from the Laura Spelman Rockefeller Memorial, the Julius Rosenwald Fund and the New York Foundation. The Laura Spelman Rockefeller Memorial gave the \$50,000 for the Research and creation of the Cubbing Program in addition to making a grant, subject to repayment, of \$151,000 as a working capital fund, for improvement and price reduction of BOYS' LIFE.



President Walter W. Head.

The Harmon Awards totalled \$26,000 in five years. The Commonwealth Fund contributed \$12,500 and the New York Foundation \$5,000 toward the Delinquency study. Mr. Mortimer L. Schiff gave the £500 annually for the International Bureau in addition to his gift of \$50,000 to International work and his numerous gifts to field work. Foundations and individuals gave to the \$500,000 Revolving Fund, the bulk of which was to stabilize commercial operations, for which Mr. Schiff offered \$100,000, if the Chief Scout Executive would find the remaining \$400,000—which was done.

Scouts have contributed to Relief Funds for Pueblo, Colorado and Mississippi floods as well as for the Puerto Rico and Florida hurricanes.

More recently Mrs. Jacob Schiff gave \$250,000 to purchase and equip the Mortimer L. Schiff Scout Reservation. The three-year Mark M. Jones study of the Movement was financed by the Rockefeller Foundation.

Mr. Marshall Field, III has made possible the Activities Service being rendered by Lorne W. Barclay, former Director of the Department of Education and Relationships.

These instances are typical. They also symbolize the deep interest these friends have in youth and youth welfare.

In addition to these, men in each Region have given freely to Regional and National special projects. There have been so many of them that to list them here would be impossible—but mention must be made of their great value and magnificent spirit.

The most impressive of the special efforts was the \$10,000,000 Campaign. A substantial and adequate endowment had long been desired and frequently urged by Dr. West but it was not until the close of the second decade that it was decided that we proceed to secure a fund of \$10,000,000. This was not undertaken until Scouting had passed its twentieth milestone. Careful and elaborate plans were made. Supporting literature was prepared and distributed, centered about a plea for the boy, the boy in the city and the boy in the



Twist on a Stick.

country. A short history of the Boy Scouts of America was given with an outline of the proposed expansion of things that could be done for boys with the sum of money sought. A retirement fund for professional Scouters was part of the plan and 28.3% of the total sought. Working capital was needed and a training school was to be equipped, these representing 6% and 5% of the whole sum while 60.7% was for a Trust Fund to stabilize the financial structure of the Movement and carry out the program of service to the Nation recommended by the scientific studies. It was proposed to trustee this fund, so that if social conditions changed and it was not required by the Boy Scouts of America, the trustees might divert it to other similar uses.

So the campaign was set up. Campaign managers were engaged. President Hoover spoke at the launching of the effort at the great 20th Anniversary Dinner Conference in Washington in 1930. But "the depression" was upon us. Although \$3,403,569.37 had been pledged, the National Executive Board felt that the ac-

tive prosecution of the effort must be abandoned for the time. After the conditional and cancelled pledges were eliminated \$2,126,998.55 remained, however.

Local Councils

During these past ten years local communities have generously supported their local work and expanded it. The total of Local Council budgets has ranged from \$3,748,888.09 for 527 Councils in 1933, its low point—to \$6,648,988.10 for 577 Councils at the 1930 peak. During these years, while available income was decreasing, the Scout and Scouter enrollment continued to grow. The year 1935 marked a continuing up-turn again in the total of 516 Local Council budgets, which in that year climbed to \$4,181,379.41.

It will be noted that the major sources of national income which have been cited came from within the Movement.

The Chief Scout Executive at the close of 1935 was working on a plan through which it was hoped that ultimately the Local Council budgets would be financed by the Alumni of the Movement—truly as challenging a concept as it is distinctive and unique.

Retirement Fund

One of the great financial needs of the Movement which twenty-five years revealed, was the need of a retirement fund for National and Local Scout Executives. While the Scout Executives' Alliance by an assessment on each member provides a voluntary fraternal insurance benefit of approximately \$3,500 on the death of a member—it leaves the larger problem untouched. Hundreds of devoted men have given the best years of their lives to furthering the cause of boyhood in America through Scouting.

The National leadership is very frankly putting the question as to whether it is fair to accept the best years of a man's life and then in his declining years leave him



Learning to Carry the Injured.

somewhat afloat. This need was envisioned in the ten million dollar fund which was not completed because of the depression.

It remains an unsolved problem, an unmet financial need of the Movement at the close of the first quarter century.

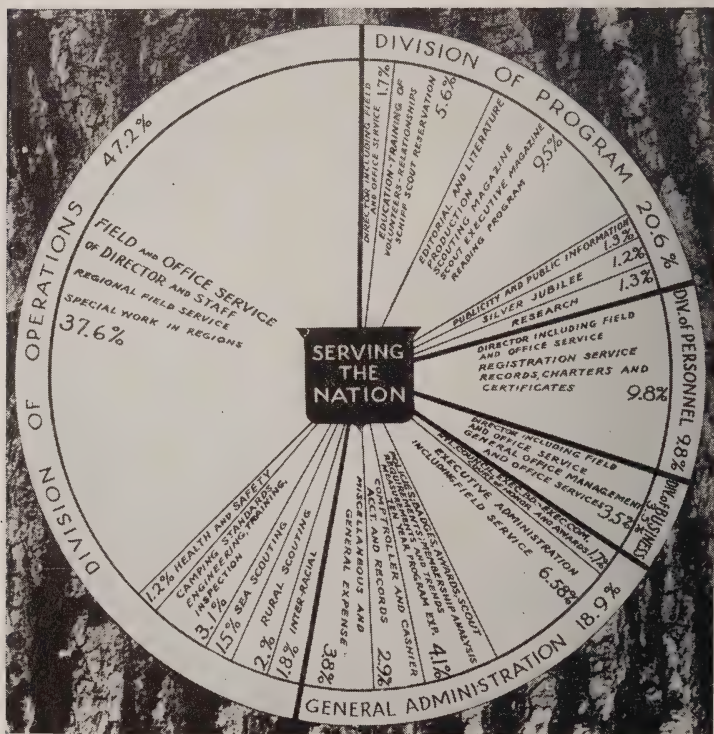
Legacies and Bequests

Recognizing the value to America in the vigorous continuance and spread of the opportunities of Scouting, a number of people of large means and many of moderate means have made provision in their wills for leaving funds to the Boy Scouts of America.

Both the National Council and some threescore individual Local Councils have received such bequests as an aid to their work. This plan has great possibilities for serving boyhood.

How Each National Council Dollar is Divided

The following graphic statement records how each dollar was spent in 1934:



Where the Scouting Dollar Goes.



CHAPTER V

Our Federal Charter

The year 1916 will always be noted by Scouts as the year of the rebirth of the organization, the year when, on June 15th, we received our Federal Charter, a privilege enjoyed by relatively few organizations.

This Federal Charter was much more than an honor and distinction, significant though it was, for it provided very practical protection of the Movement and its ideals against exploitation. It also provided elements of real permanence.

First Efforts

Because of our nation-wide interest in patriotism and because Washington seemed to be the symbol of things national, with the President of the United States, as Honorary President, meeting with us at our first Annual Meeting—we came very naturally to think in terms of a truly National or Federal Charter. Such a form of incorporation had always been considered desirable. In 1913 an attorney in Washington, D. C., had been retained to procure the passage of such an act and had interested Senator Hoke Smith. A bill was actually introduced but nothing came of it. Mr. W. D. Boyce, too, had contemplated Federal incorporation, but his bill died in committee. The "United States Boy Scout" organization introduced a bill in Congress this same year, seeking national incorporation, which had not helped us any.

However, looking back from the vantage point of 25 years, we can now see how our various organizational efforts and our progress contributed toward our Federal Charter.

Committee on Permanent Organization

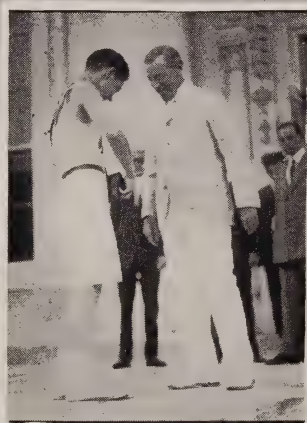
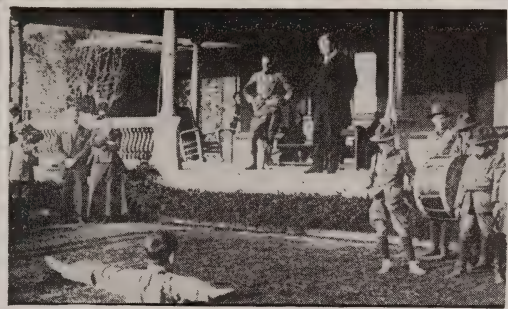
At the first Annual Meeting in 1911 the "Commission on Permanent Organization and Field Supervision" was appointed. As recorded in Chapter XI, the Commission was made up of men who had had experience in other national organizations, and who steered us clear of problems which other similar organizations had had to face—Howard S. Braucher was Chairman.

As a matter of fact, the form of organization we adopted proved helpful to other developing national organizations. Later, Mortimer L. Schiff became the Chairman of this Committee, with the same membership except Dr. Lovejoy and with the addition of Ernest P. Bicknell and John H. Nicholson. James E. West was Secretary and President Colin H. Livingstone was an ex-officio but active member.

From time to time the regular Committee on Organization sent up suggestions to this Commission, many of which were embodied in their final report.

They spent days and weeks on the difficult problem of devising a form of organization, national in scope, but democratic in structure and operation. The ultimate results of their deliberations were embodied in our Constitution. It is interesting to note that their recommendations in 1911 as to membership in the National Council were the same as are found in our present Constitution.

This democratic attitude was fortunate. Members were to be elected by Local Councils. Local Councils were to be granted charters by the National Council upon certain conditions and the payment of a small charter fee. There was to be an Executive Committee of fifteen members (now Executive Board with 45 members) chosen from members of the National



Top—President T. Roosevelt reviews Scouts at Sagamore Hill.
 Center—President W. H. Taft receives Silver Buffalo Decoration from
 Colin H. Livingstone.
 Bottom—President W. Wilson receives Scout Reed
 Chicago to Washington Relay.

Council. One suggestion considered by this Committee was to divide the administration into two departments, one to take care of what they called "civil administration", the other the "field work, or Scouting". Another suggestion was that the country be divided into districts practically the same as those in the United States Army. Some thought the organization should be along county lines, with a Local Council in each of our 3,065 counties. (See Chapter XII)

One excellent suggestion was adopted that the administrative and executive officer of the Movement be called the Chief Scout Executive.

Need of More Field Supervision

Very early it became clear that the rapidly growing Movement needed more field supervision, if the best elements in Scouting were to be preserved. Everything was so new. Experiments were tried. In the very early days it seemed wise to open offices in cities like Boston, St. Paul, San Francisco. Like most youngsters, we learned a great deal in our first year of life.

In his tour with Baden-Powell in 1912, the Chief Scout Executive had recognized the necessity for more nearly adequate field supervision, which would require at least four field men to guide the growing work along right lines. This field development was distinctive, the beginning of a planned service, somewhat characteristic of American organization methods, and was made quite imperative by the very distances we had to cover. Also, at this time, the need of some sort of bulletin or magazine, to communicate with the field, became quite evident.

A National Council

It was felt by all that we must work towards a single organization of the whole country; that we must bring into existence a body that would be in scope national yet democratic in its make-up. We had of course our

corporate existence with a board of managers of eleven men, which later became the Executive Board. However, from the very beginning, the existence of a National Council had been in the minds of the leaders. The letterhead of February 1911 as recorded in Chapter II bore the names of 75 men and carried the title "a partial list of the National Council "

Division of Labor

In the Minutes of the Annual Meeting of the National Council (February 11, 1913) is recorded the following outline of responsibilities and duties of the President of the National Council, the Chief Scout, the National Scout Commissioner, and the Chief Scout Executive.

"RESOLVED, that the following amendments to be made to the By-Laws:

"The President of the National Council is the active head of the organization. He shall serve as Chairman of the Executive Board and perform the usual functions pertaining to that office. He shall be ex-officio member of all committees.

"The Chief Scout is the honorary head of the Organization and the active director of the Chief Scout's staff, which is made up of experts on the different phases of Scoutcraft. He shall select, with the approval of the Executive Board, the members of his staff and shall be the honorary member of all standing committees.

"The National Scout Commissioner is the head of a staff of official representatives of the various national organizations engaged in work with boys and also interested in the Scout Program. The Commissioner and his staff shall adapt the activities to the needs of the groups represented, and work for the development of a high grade of leadership in boys' work. He is also an honorary member of all standing committees.

"The Chief Scout Executive shall have charge of the general administration work under the

direction of the Executive Board. It shall be his duty in addition to carrying on the active work of the organization to keep the Executive Board constantly informed of all matters of importance, and to serve as ex-officio member of all committees."

General Progress

As time went on, it was found difficult to overtake the work, it increased so rapidly. 32,975 communications were received at headquarters between January 1st and March 27th, 1913. 2,479 badges were issued in one month in 1914. In December 1916, 12,259 badges were sent out. Every month there were more Scouts needing and asking attention; every year there were new phases of work to undertake. Many times, specialists from outside were invited in to study and check up our methods, to see if too much time were given to details, and to find more efficient methods if possible.

The Board gradually realized the need of developing Troop Committees as the vital contact between "parent" institutions and Troops; of developing Local Councils as the authoritative local supervising body, with representatives on the National Council; of developing Regions with Regional Committees to insure wise decentralization of administrative responsibility; and of some system of registration and issuance of charters, commissions and certificates of membership.

Securing the Federal Charter

Many things led up to the granting of the honor of a Federal Charter to us by Congress. We were five years old and had had time to show the public what Scouting really was.

While the difficulties had been numerous, we had achieved almost complete success in building up one Movement for America and maintaining its unity. Our registration system and the procedure for granting



Top—Florida Scouts greet President Harding, 1921.
Bottom—President Coolidge receives Scouts at Washington, 1926.

charters and commissions annually, which afforded a very definite protection against undesirable men as leaders of boys, were strong points. Of course the program itself was in tune with the nature of boyhood, and growing numbers of men were giving time as volunteers. Indeed, the way in which men of national reputation and experience devoted themselves to the work was remarkable.

Members of Congress knew also about the Scout Good Turns, what Scouts had done in the Ohio floods, at the Gettysburg Reunion, at the inauguration of President Woodrow Wilson, the Woman's Suffrage Parade and at the Reunion of the Grand Army of the Republic, and our cooperation with the Red Cross and many others. They had heard the commendations we had received from Federal and State officials for the work of Scouts.

Our bill, known as H. R. 755, was introduced by Representative Charles C. Carlin, of Virginia, and was referred to the Judiciary Committee. Livingstone and West appeared before the Committee. It was favorably reported on February 7, 1916. In its report the Committee said, among other things, "The importance and magnitude of its work is such as to entitle it to recognition and its work and insignia to protection by Federal incorporation". It passed both houses by unanimous consent—the House on March 6th and the Senate on May 31st—the last day of the session.

Livingstone and West were both Washington men, and their friendships with members of Congress helped in giving an intelligent understanding of what we were asking for. Paul Sleman, our Washington attorney, was tireless in his efforts. He was especially alert on the night of the final passage, ready to follow any opportunity in the crowded hours of the closing session of Congress. From his seat in the gallery of the Senate Chamber he was watching. He and E. S. Martin, then Commissioner for Washington, paced the corridors as the precious minutes slipped by. At 4:10 on the morning of that June day he 'phoned West, who had had to

go back to New York, that the Boy Scouts of America was a Federal corporation.

In the presence of Livingstone and West and some Scouts, President Wilson signed the bill on June 15, 1916, and gave the pen to President Livingstone. A committee consisting of William D. Murray, E. P. Bicknell, C. P. Neill, Paul Sleman and James E. West was appointed to draft a Constitution to conform to the new law. This constitution as drafted by the Committee, was presented to the Executive Board by William D. Murray on February 19, 1917, and adopted. It has been referred to by competent authorities as an outstanding document providing for democracy without loss of the power to safeguard what is done for boys. The Federal Charter is reproduced at the close of this Chapter, along with the report of the House Committee.

The First Meeting

On February 26, 1917, meetings of the Federal Corporation and the old corporation were held at the Bankers' Club in New York City, and the transfer authorized by the Federal Act was consummated. There were present: Colin H. Livingstone, Daniel Carter Beard, George D. Pratt, John Sherman Hoyt, Charles C. Jackson, Dr. Charles D. Hart, William D. Murray, Charles P. Neill, George D. Porter, Judge Franklin C. Hoyt, Mortimer L. Schiff and James E. West.

The persons named in the Act constituted the first Executive Board, with the exception of Mr. David Starr Jordan, who had resigned. Two of the incorporators, James E. West and Edgar M. Robinson, were not eligible; West because he was professionally engaged in Scouting, being Chief Scout Executive and Robinson, not being a citizen of the United States, did not come within the provision of the Act. The Board expressed its thanks and conveyed its good wishes to Mr. Robinson for all the services he had rendered the Boy Scout Movement and requested him to meet with the Board unofficially until he had completed his citizenship.

Federal Protection

In the Act of Congress of June 3, 1916, sometimes called the "National Defense Act," the wearing by unauthorized persons of uniforms of the Army, Navy, and Marine Corps, or uniforms similar thereto, is prohibited. A provision was inserted, however, that this was not to be construed to prevent the *duly enrolled members* of the Boy Scouts of America from wearing their prescribed uniform.

Our insignia, originally protected by design patents, which are of limited duration, received full and complete protection through section VII of our Charter from Congress, which gave like protection to the characteristic terminology of the Movement.

This has made possible the control over commercial practices otherwise likely to be exploitative of Scouting. Appeal to the Courts to support these rights has seldom been required, but when found necessary to clarify opposing equities, our position has invariably been sustained.

Thus Congress, by granting our Federal Charter, has placed under the Movement a solid sure protection, appropriate and comparable to the service the Movement would render to the Nation through its boys.

Federal Charter, Boy Scouts of America Permanent Protection Provided By Congress

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That Colin H. Livingstone and Ernest P. Bicknell, of Washington, District of Columbia; Benjamin L. Dulaney, of Bristol, Tennessee; Milton A. McRae, of Detroit, Michigan; David Starr Jordon, of Berkeley, California; F. L. Seely, of Asheville, North Carolina; A. Stamford White, of Chicago, Illinois; Daniel Carter Beard of Flushing, New York; George D. Pratt, of Brooklyn, New York; Dr. Charles D. Hart* of Philadelphia, Pennsylvania; Franklin C. Hoyt, Jeremiah W.

*Name omitted from Charter by error of typist.

OUR FEDERAL CHARTER

Jenks, Charles P. Neill, Frank Presbrey, Edgar M. Robinson, Mortimer L. Schiff, and James E. West of New York, New York; G. Barrett Rich of Buffalo, New York; Robert Garrett of Baltimore, Maryland; John Sherman Hoyt, of Norwalk, Connecticut; Charles C. Jackson, of Boston, Massachusetts; John H. Nicholson, of Pittsburgh, Pennsylvania; William D. Murray, of Plainfield, New Jersey; and George D. Porter, of Philadelphia, Pennsylvania; their associates and successors, are hereby created to a body corporate and politic of the District of Columbia, where its domicile shall be.

SEC. 2. That the name of this corporation shall be Boy Scouts of America, and by that name it shall have perpetual succession, with power to sue and be sued in courts of law and equity within the jurisdiction of the United States; to hold such real and personal estate as shall be necessary for corporate purposes, and to receive real and personal property by gift, devise or bequest; to adopt a seal, and the same to alter and destroy at pleasure; to have offices and conduct its business and affairs within and without the District of Columbia, and in the several States and Territories of the United States; to make and adopt bylaws, rules, and regulations not inconsistent with the laws of the United States of America, or any State thereof, and generally do all such acts and things (including the establishment of regulations for the election of associates and successors) as may be necessary to carry into effect the provision of this act and promote the purposes of said corporation.

SEC. 3. That the purpose of this corporation shall be to promote, through organization and cooperation with other agencies, the ability of boys to do things for themselves and others, to train them in Scoutcraft, and to teach them patriotism, courage, self-reliance, and kindred virtues, using the methods which are now in common use by Boy Scouts.

SEC. 4. That said corporation may acquire by way of gift all the assets of the existing national organization of Boy Scouts, a corporation under the laws of the Dis-

trict of Columbia, and defray and provide for any debts or liabilities to the discharge of which said assets shall be applicable, but said corporation shall have no power to issue certificates of stock or to declare or pay dividends, its object and purposes being solely of a benevolent character and not for pecuniary profit to its members.

SEC. 5. That the governing body of the said Boy Scouts of America shall consist of an executive board composed of citizens of the United States. The number, qualifications, and terms of office of members of the executive board shall be prescribed by the bylaws. The persons mentioned in the first section of this act shall constitute the first executive board and shall serve until their successors are elected and have qualified. Vacancies in the executive board shall be filled by a majority vote of the remaining members thereof. The bylaws may prescribe the number of members of the executive board necessary to constitute a quorum of the board, which number may be less than a majority of the whole number of the board. The executive board shall have power to make and to amend the bylaws, and, by a two-thirds vote of the whole board at a meeting called for this purpose, may authorize and cause to be executed mortgages and liens upon the property of the corporation. The executive board may, by resolution passed by a majority of the whole board, designate three or more of their number to constitute an executive or governing committee, of which a majority shall constitute a quorum, which committee, to the extent provided in said resolution or in the bylaws of the corporation, shall have and exercise the powers of the executive board in the management of the business affairs of the corporation, and may have power to authorize the seal of the corporation to be affixed to all papers which may require it. The executive board, by the affirmative vote of a majority of the whole board, may appoint any other standing committees, and such standing committees shall have and may exercise such powers as shall be conferred or authorized by the by-



President Herbert Hoover receives Oklahoma Scouts, 1930.
President F. D. Roosevelt visits Ten Mile River Scout Camps, New York.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

laws. With the consent in writing and pursuant to an affirmative vote of a majority of the members of said corporation, the executive board shall have authority to dispose in any manner of the whole property of the corporation.

SEC. 6. That an annual meeting of the incorporators, their associates, and successors, shall be held once in every year after the year of incorporation, at such time and place as shall be prescribed in the bylaws, when the annual reports of the officers and executive board shall be presented and members of the executive board elected for the ensuing year. Special meetings of the corporation may be called upon such notice as may be prescribed in the bylaws. The number of members which shall constitute a quorum at any annual or special meeting shall be prescribed in the bylaws. The members and executive board shall have power to hold their meeting and keep the seal, books, documents, and papers of the corporation within or without the District of Columbia.

SEC. 7. That said corporation shall have the sole and exclusive right to have and to use, in carrying out its purpose, all emblems and badges, descriptive or designating marks, and words or phrases now or heretofore used by the Boy Scouts of America, in carrying out its program, it being distinctly and definitely understood, however, that nothing in this act shall interfere or conflict with established or vested rights.

SEC. 8. That on or before the 1st day of April of each year the said Boy Scouts of America shall make and transmit to Congress a report of its proceedings for the year ending December 31 preceding, including a full, completed, and itemized report of receipts and expenditures of whatever kind.

SEC. 9. That Congress shall have the right to repeal, alter, or amend this act at any time.

Approved, June 15, 1916.

Boy Scouts of America

[House Report No. 130, Sixty-fourth Cong., 2d sess.]
FEBRUARY 7, 1916.—Referred to the House calendar and
ordered to be printed

Mr. Gard, from the Committee on the Judiciary, submitted the following report to accompany H. R. 755:

The Committee on the Judiciary, to whom was referred the bill (H. R. 755) to incorporate the Boy Scouts of America and to protect its insignia, having carefully considered the same, begs leave to submit the following report with the recommendation that the bill do pass:

The Boy Scout movement is not one seeking to promote a juvenile military system, but it is intended to supplement and enlarge established modern educational facilities in activities in the great and healthful out-of-doors where may be the better developed physical strength and endurance, self-reliance, and the powers of initiative and resourcefulness, all for the purposes of establishing through the boys of today the very highest type of American citizenship.

It tends to conserve the moral, intellectual, and physical life of the coming generation, and in its immediate results does much to reduce the problem of juvenile delinquency in the cities. The movement has grown rapidly during the past 5 years, until it is now organized in practically every community of 4,000 inhabitants and over and in many small communities of the United States. During the past 2 years Boy Scouts have demonstrated the value of the education and training they received as an auxiliary force in the maintenance of public order and in the administration of first aid and practical assistance in times of great public emergencies. Their services on the occasions of the Ohio floods, at the Gettysburg reunion, in the inaugural ceremonies of President Wilson, and at the recent memorable reunion of the Grand Army of the Republic in Washington attracted Nation-wide attention and received general commendation, particularly from the American National Red Cross and the officials of the Federal and

State Governments. The importance and magnitude of its work is such as to entitle it to recognition and its work and insignia to protection by Federal incorporation. The Scout scheme is based upon the methods involved in educating the boy. It is a scheme of placing the boy on honor. In addition to requiring him to live up to a standard or code of laws which insure development of character along proper lines, it requires him to study in order to pass certain tests of qualification. The passing of these various tests is recognized by the award of appropriate badges or medals and insignia.

If any boy can secure these badges without meeting the required tests, the badges will soon be meaningless, and one of the leading features of the Scout program will be lost. Likewise, with the uniform which designates the Scout. At the present time this is protected by the use of the insignia—a seal woven or stamped into the cloth. All of these various badges and insignia are at present protected by the patent laws, but under the patent laws such protection is available for a limited period only. The passing by Congress of this bill will, it is believed, provide the organization with proper protection for its distinctive insignia, the integrity of which is essential to the maintenance of the movement, and protect it from those who are seeking to profit by the good repute and high standing and popularity of the Scout movement by imitating it in name alone.

The identical language of this bill was incorporated in the bill with amendments thereto, known as H. R. 19907, which was reported from the Committee on the Judiciary on February 3, 1915, with a recommendation that it, as so amended, do pass.



CHAPTER VI

During the World War

There is no more thrilling chapter in the records of America's participation in the World War than that of the Boy Scouts of America.

Nature of War Program

In order that there might be no misunderstanding or undue apprehension on the part of the public or the parents of the boys as to the nature of our war program, the following carefully prepared statement was issued by the National Office for the use of Local Councils and Troops.

"In this hour of our country's need, we Scouts and Scout officials who have had the benefit of the training of the program of the Boy Scouts of America have come in this way to pledge to you and through you to the citizens of our city our loyalty and hearty support in any emergency which may arise requiring more than the normal resources of the city government.

"Because of the Scout training we are prepared to do many things of practical value. We are not soldiers but are trained for civic service. We are able to render first aid to the injured, to do signaling and serve as messengers. Some of us have bicycles, motorcycles, automobiles, motor boats, sail boats, trek carts, tents and other equipment which are at your service and the service of our country.

"We are but part of the Legion of Service of our country known as the Boy Scouts of America, numbering over 250,000 men and boys, each pledged on his honor to do his duty to his God and his country and to obey the Scout Law, to help other people at all times, to keep himself physically strong, mentally awake and morally straight. Throughout the whole country our members are mobilizing in this way as a practical demonstration not only of our good will and loyalty and our desire to do our duty to our country, but as an evidence that there is actually a resource available for service, should an emergency develop requiring service of the character for which the Boy Scouts have been training."

At the time War was declared, there were approximately 300,000 boys uniformed and equipped capable of mobilization and trained for emergency. The plan of Scout participation in the event of War had been carefully developed by Mr. Colin H. Livingstone, President of the Boy Scouts of America, Dr. West, Chief Scout Executive and other Scout Leaders, in cooperation with officials in Washington.

Opportunity to Help

At no time in all the world's history had boys had such an opportunity to help their country. Never before had boys been asked by their government to do such things as were the Boy Scouts of America. It was an extraordinary demonstration of the effectiveness of the services of organized boyhood.

The Boy Scout was trained for certain service. His place was at home or near it. His function was to do a boy's work under a mature man's supervision. "Every Scout to feed a Soldier" was the first slogan of the Boy Scouts of America in the World War. The following is taken from SCOUTING, April 15, 1917, as an outline of what Scouts could do:



J. C. Leyendecker's Famous Liberty Loan Poster presented to Government by Saturday Evening Post.

"The seriousness of the present situation—the United States having declared that a state of war exists between this country and the Government of Germany—is not the lack of national resources, but the lack of an adequate system for utilizing them.

"We have men, money, materials. Misplacement is the menace.

"The Boy Scout is trained for certain service. Efficiency consists in giving him immediate opportunity for performing that service.

"His place is at home—or near it. His function is to do a boy's work under a mature man's supervision.

"'Every Scout to Feed a Soldier' is the slogan of the Boy Scouts of America. A Scout with a hoe may equal a man with a gun.

"He may protect his home by watching the coast—if he lives near it. He may do other things, many of which are suggested herein.

"The Scout Official's job is to study the suggestions in this issue, apply them to local conditions and immediately mobilize the patriotism of his Scouts in concerted action.

"Help each one of your Scouts actually to do his duty to his Country, as he has pledged himself to do.

"Prevent anxiety on the part of parents and in the community by making it clear that no Scout official has authority to require any service of a Scout without the consent of his parents or guardian, other than that which is definitely stated in the Official Handbook."

Enrollment Rapid

Owing to the great popular support of Scouting, boys enrolled sometimes at the rate of a thousand a day in order to have an opportunity through the Boy Scouts of America to be of service to their country. As a matter of fact they were, at the outbreak of the War, the

Nation's largest uniformed body. They had more than twice the numerical strength of the standing army of the United States, nearly twice that of the National Guard, four times the numerical strength of the United States Navy, and eleven times that of the United States Marine Corps.

Action By the Executive Board

The Executive Board of the National Council at the meeting held April 7, 1917, committed the Boy Scouts of America to definite war service by the following resolution:

"WHEREAS, Congress has declared that a state of war exists between this country and Germany, and

"WHEREAS, Each member of the Boy Scouts of America is definitely obligated by the Scout Oath to do his duty to his country, and

"WHEREAS, The combined strength of the Boy Scouts of America, now including 210,000 boys and 58,000 men, forms a potential asset to the country for cooperative effort; be it

"RESOLVED, That every officer and member of the Boy Scouts of America be urged, in addition to the service they will render the Police and civic authorities in their home cities, to definitely assist in the development of the plans which the National Council has made with the following organizations:

"First, The Department of Agriculture and Council of National Defense. To cooperate in the extension, and development of home gardens, under the slogan, 'Every Scout to Feed a soldier'.

"Second, The American National Red Cross. To cooperate with the Red Cross through its local chapters in meeting their responsibilities occasioned by the state of war.

"Third, The Navy Department. To cooperate with the Navy Department in organizing an Emergency Coast Patrol along the Sea Coast Towns."

Liberty Loans

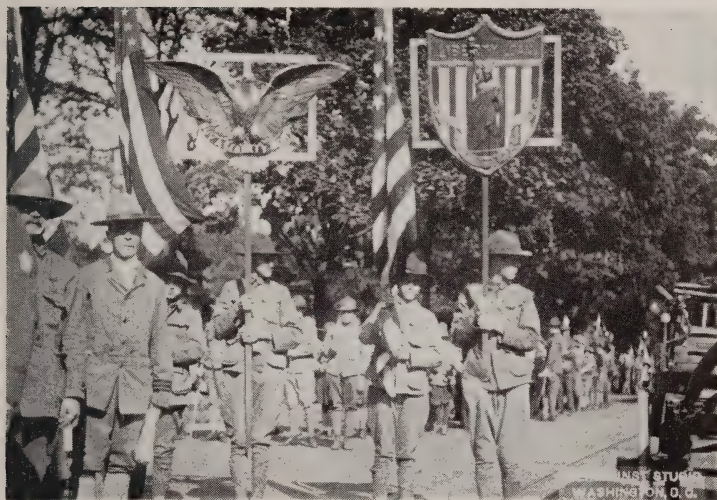
One of the most exciting tasks given the Scouts, was for them to sell Liberty Bonds after the regular canvassers had covered the field. They literally were to be gleaners after the reapers. Their achievements exceeded all expectations.

In the five Liberty Loans, the Boy Scouts secured subscriptions for a total of \$352,122,973 worth of Bonds, averaging \$880. per boy.

First Liberty Loan

The way in which the Boy Scout Movement began its nation-wide work for the Liberty Loan is interesting. When the Committee of Bankers in the Second Federal Reserve District began its work for the sale of the Bonds, those who were directing the campaign sought connections with the various organizations which might help. One among the many that were communicated with, was the Boy Scouts to which the common question was put as to how that organization could assist. However, the leaders at the National Office took the matter very seriously, assembled quickly a conference of Scout workers. They communicated by telegraph and telephone with the Scout officials in many centers, and on the morning of the 2nd day presented a plan which provided for the largest single effort ever undertaken by the Boy Scout Movement in this or any other country. A study of existing literature on the Liberty Loan was made by the Boy Scout leaders, and copy was developed for a 12½ x 19 inch circular which was submitted in proof form to the representatives of the Bankers' Committee, and to an official of the Treasury Department. These men gave enthusiastic approval of it. On the next day the Chief Scout Executive went to Washington where he conferred with Mr. Colin H. Livingstone, then president of the Boy Scouts of America, and had a conference with Treasury Department officials, finding there the same enthusiasm over the plan

DURING THE WORLD WAR



Washington Scouts help Liberty Loan.

for the Boy Scout campaign. The matter was taken up with the public printer, through the representative of the Secretary of the Treasury, and before night arrangements were completed for printing ten million copies of the circular in the Government Printing Office. The size of the job can hardly be realized by the layman. It was the largest job of printing ever handled by the Government Printing Office. The next largest is said to have been the "draft registration cards," but these were only about 4 x 6 inches, whereas the Scout circular as indicated was 12½ x 19, printed on both sides and in two colors. The presses got them out at the rate of one million copies a day. To make this possible it was necessary to cast forty separate sets of electrotypes. This was done, and the plates went to the press Saturday morning, although much time was naturally required for make-ready and the circulars had to be dried and printed on both sides. 500,000 of them were completed that day and the rest were turned out at the rate of one million a day, or 40,000 an hour.

The following formal letter was received from the White House dated May 19, 1917:

THE HISTORY OF THE BOY SCOUTS OF AMERICA

"It will be most gratifying to me as Honorary President of the Boy Scouts of America to have the Boy Scouts, their Scoutmasters and leaders throughout the United States lend their aid to the Secretary of the Treasury in distributing applications and securing popular subscriptions to the Liberty Loan. This will give every Scout a wonderful opportunity to do his share for his country under the slogan 'Every Scout to save a soldier.'

"I feel sure this request will find a unanimous and enthusiastic response from Boy Scouts everywhere."

The plan called for a nation-wide campaign from June 11th to 14th. The Scouts visited 10,000,000 different homes to secure subscriptions for the Liberty Bonds. If any one asked you to raise one million dollars in four days solely through the efforts of boys between the ages of twelve and seventeen, your answer would probably be "It can't be done." And yet more than \$23,238,-250 were raised by the Boy Scouts under exactly those conditions. Very deliberately the Scouts were handicapped in their work by the fact that they were not allowed to open their campaign until after the field had been thoroughly covered by adult canvassers. The slogan was "Gleaners after the Reapers." One of the significant results of the Scouts' participation in this First Liberty Loan campaign was the awakening on the part of the men of the Nation to the potential power of boys through organized effort. In recognition of their participation the Treasury Department presented bronze War Emblems to Boy Scouts. The War Emblems which were in the form of medals and bars were given to those who sold Bonds to ten people in any of the Liberty Loan Campaigns. There were 8,499 Medals earned by Boy Scouts in the first Campaign.

Second Liberty Loan

In connection with the Second Liberty Loan, President Wilson wrote from the White House under date of September 20, 1917:



Concord, Mass. Liberty Loan Cart.

"Another opportunity has developed for the members of the Boy Scouts of America to help our country. The Second Liberty Loan Bond issue must be subscribed for in such a way as to show the firm resolution of our people in the present war.

"The gratifying achievement of Boy Scouts with the aid of their Scoutmasters and leaders throughout the United States in securing over \$22,000,000 subscriptions to the First Liberty Loan will serve, I hope, to make their work even more effective in the new effort.

"My earnest wish is that every Scout leader give every Boy Scout an opportunity to take a definite part in this practical method of giving expression to his Scout obligation of service to our country."

In the Second Liberty Loan the Boy Scouts secured subscriptions for \$102,084,100 worth of Bonds from 532,850 persons. 22,408 Emblems and 3,678 Bars were distributed to Scouts. Scouts who qualified for Medals in the first Loan received Bars for the Second. President

Wilson offered a flag to the leading Troop in each State. Secretary of the Treasury McAdoo gave an emblem to the city with the highest record. President Livingstone presented a gold medal to the Scout with the highest number of subscriptions and silver and bronze medals to others.

The Government printed five million copies of a specially written primer or manual of Bond Salesmanship developed especially to help Boy Scouts. Ten million copies of a special circular with application blank attached were also printed by the Government Printing Office.

The Boy Scouts did not solicit aimlessly but made a systematic canvass of homes, offices, stores and industrial establishments. Everywhere from the Atlantic to the Pacific, from the furthestmost hamlet in northern Maine to the towns in Hawaii, in little unheard of mountain habitations and great metropolitan cities, Scouts studied their manuals and set out to sell Bonds. As before, the Boy Scouts were restricted to the last days of the drive in order not to interfere with the efforts of the adult canvassers. Theirs was the "final clean-up." They gleaned effectively. A series of camps were set up in public parks and squares, with buglers to call attention to the poster display. Parades were held with placards urging the purchase of bonds. A special cartoon was made for the Scouts for display in windows, on the windshield of automobiles and in other conspicuous places.

And yet with all their activities school work did not stop and regular Scouting in the Troop continued. One dollar out of every forty-six, and one application signed out of every eighteen was the record of the Scouts.

Following is a list of Troops that received the President's Flag in the Second Liberty Loan:

| State | City | Troop No. |
|----------------|------------------|--------------|
| Alabama | Birmingham | 44 |
| Arizona | Globe | 2 |
| Arkansas | Osceola | 2 |

DURING THE WORLD WAR

| State | City | Troop No. |
|---------------------------|---------------------|--------------|
| California | Oakland | 21 |
| Colorado | Denver | 47 |
| Connecticut | Norwich | 11 |
| Delaware | Milford | 2 |
| District of Columbia..... | Washington | 69 |
| Florida | St. Petersburg..... | 1 |
| Georgia | Columbus | 2 |
| Idaho | Lewiston | 1 |
| Illinois | Granite City..... | 1 |
| Indiana | Terre Haute..... | 10 |
| Iowa | Red Oak..... | 1 |
| Kansas | Independence | 2 |
| Kentucky | Covington | 4 |
| Louisiana | New Orleans..... | 17 |
| Maine | Andover | 2 |
| Maryland | Baltimore | 147 |
| Massachusetts | Springfield | 9 |
| Michigan | Detroit | 7 |
| Minnesota | St. Paul | 76 |
| Mississippi | Laurel | 1 |
| Missouri | St. Louis..... | 22 |
| Montana | Billings | 2 |
| Nebraska | Omaha | 5 |
| Nevada | Reno | 1 |
| New Hampshire..... | Dover | 3 |
| New Jersey..... | Newark | 18 |
| New Mexico..... | Hurley | 1 |
| New York..... | Brooklyn | 139 |
| North Carolina..... | Leaksville | 2 |
| North Dakota..... | Fargo | 1 |
| Ohio | Cleveland | 56 |
| Oklahoma | Henryetta | 1 |
| Oregon | Portland | 44 |
| Pennsylvania | Vandergrift | 3 |
| Rhode Island..... | Providence | 17 |
| South Carolina..... | Whitmere | 1 |
| South Dakota..... | Mitchell | 2 |
| Tennessee | Memphis | 22 |
| Texas | Waco | 12 |
| Utah | Salt Lake City..... | 51 |
| Vermont | Springfield | 2 |
| Virginia | Staunton | 1 |
| Washington | Hoquiam | 2 |
| West Virginia..... | Huntington | 5 |
| Wisconsin | Kenosha | 2 |
| Wyoming | Buffalo | 3 |
| Hawaii | Honolulu | 8 |

Third Liberty Loan

The Third Liberty Loan administration published a special cartoon featuring the Boy Scouts as "gleaners after the reapers." During this campaign the dates April 27th to May 4th were assigned to the Boy Scouts after the regular campaign had been conducted, as usual. Before this period the Scouts helped other organizations in every way but conducted no subscription work of their own. People were urged not to hold their subscriptions for Scouts merely for the purpose of giving them credit. Their main service was to induce people to take out additional amounts and to urge those who had been overlooked. 410,000 men and boys belonged to the Boy Scouts of America at this time and it is believed that 410,000 took part in the campaign.

In the Third Liberty Loan the total amount secured by Scouts was \$205,407,700 in 1,341,830 subscriptions. Medals were presented by the Treasury Department as in previous years. A sixteen-page manual was again made available. In this Loan 23,427 Scouts won the Treasury Department Medal and 11,806 received bronze bars—a total of 35,233 awards.

Following is a list of Troops that received the President's Flag in the Third Liberty Loan:

| State | City | Troop No. |
|---------------------------|-------------------|-----------|
| Alabama | Birmingham | 3 |
| Arizona | Copper Hill | 1 |
| Arkansas | Wilson | 1 |
| California | Santa Ana | 6 |
| Connecticut | Waterbury | 32 |
| District of Columbia..... | Washington | 20 |
| Florida | Miami | 4 |
| Georgia | Savannah | 8 |
| Idaho | Boise | 7 |
| Indiana | Rockport | 1 |
| Iowa | Zwingle | 1 |
| Kansas | Great Bend..... | 1 |
| Kentucky | Covington | 10 |
| Ohio | Cleveland | 2 |
| Louisiana | New Orleans..... | 5 |
| Maine | Brunswick | 1 |
| Massachusetts | Lynn | 1 |



Manhattan, N. Y. Liberty Loan Truck.

| State | City | Troop No. |
|---------------------|--------------------------|--------------|
| Michigan | Marshall | 5 |
| Minnesota | St. Paul..... | 2 |
| Mississippi | Cleveland | 1 |
| Missouri | St. Louis..... | 17 |
| Montana | Livingstone | 1 |
| Nebraska | Merna | 1 |
| Nevada | Carson City..... | 1 |
| New Hampshire..... | Plymouth | 1 |
| New Jersey..... | Newark | 22 |
| New York..... | Brooklyn (Sea Gate)..... | 147 |
| North Carolina..... | Wilmington | 13 |
| North Dakota..... | La Moure..... | 1 |
| Oklahoma | Lenapeh | 1 |
| Oregon | Wallowa | 1 |
| Pennsylvania | Johnsonburg | 2 |
| Rhode Island..... | Pawtucket | 14 |
| South Carolina..... | Inman | 1 |
| South Dakota..... | Watertown | 1 |
| Tennessee | Knoxville | 4 |
| Texas | Austin | 8 |
| Utah | Tooele | 1 |
| Vermont | Brattleboro | 3 |
| Virginia | Winchester | 1 |
| Washington | Spokane | 12 |
| Wisconsin | Milwaukee | 71 |
| Wyoming | Rock Springs..... | 1 |
| West Virginia..... | Raleigh | 1 |
| Hawaii | Honolulu | 1 |

Fourth and Fifth Liberty Loans

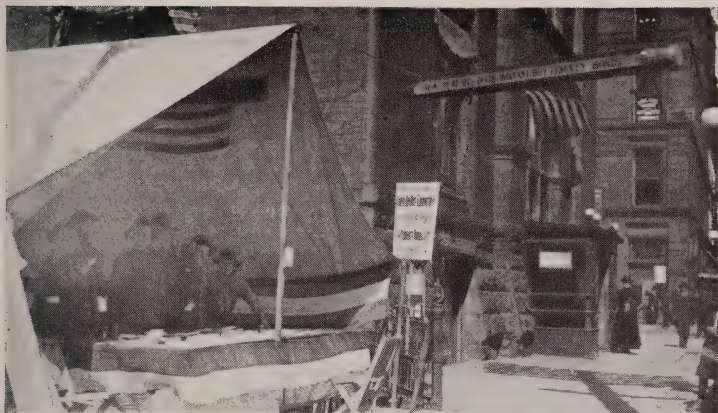
By the time of the Fourth Liberty Loan the Scout membership had increased to 452,000 boys and men, who pledged 100% unqualified and energetic support of the Government. In this Loan in such communities as the local Liberty Loan Committees felt desirable, Boy Scouts were not held back until the last period but were released for service whenever local officials felt it was desirable. The results more than justified this change of plan.

The following letter was addressed by President Wilson to Colin H. Livingstone on August 23, 1918:

"The active service of every Scout and official enrolled as a member of the Boy Scouts of America is depended upon to help make the Fourth Liberty Loan a success. The fact that Scouts secured 1,322,649 subscriptions, representing \$203,169,000 in the previous campaigns is a convincing testimonial to the value of organized boyhood for the kind of patriotic service that is worth while. I am informed the Boy Scouts rendered other valuable service throughout the country to the local Liberty Loan Committees.

"I beg every member of the Boy Scouts of America to realize that the service rendered by the boys had been greatly appreciated by the whole Nation and that not only the officials of the Treasury and of the various Liberty Loan Committees are looking to them for effective work in the Fourth Campaign, but that the whole country, which is already proud of them, expects it. There is no better way in which they can show their desire to help win the war.

"Will you not be kind enough to arrange at the earliest possible time, in accordance with the plans of the Treasury Department, to have the Boy Scouts of America work out through their local leaders in cooperation with the local Liberty Loan Committees the necessary details for effective service?"



Oil City, Pa. Liberty Loan Tent.

Appreciation on behalf of the Boy Scouts was also expressed by Secretary of the Treasury, Mr. McAdoo, in a letter dated December 2, 1918:

"During the past eighteen months the Boy Scouts of America have rendered a splendid service to the nation by their untiring and effective efforts to aid the Government in its war-winning program, and no less by their spirit of patriotic devotion which they have manifested throughout the war.

"I take this opportunity to ask you to convey to the members of your great organization our hearty appreciation and gratitude for the remarkable contribution made by them to the successful prosecution of the four Liberty Loan campaigns and their generous cooperation with the War Savings Campaign.

"The war is won, but the need for money is as great, if not greater than ever at this moment. The Treasury Department requests that the Boy Scouts continue their campaign promoting the sale of War Savings Stamps during the remaining weeks of this year. It is the further desire of the Treasury Department that the Scouts maintain in the future an attitude

of constant readiness for further service. This I am sure will be the case. I would be glad, toward this end, however, if you would send them a copy of this letter together with a letter of instruction from your own organization.

"With cordial wishes for the success of your boys in this final effort for 1918, I am,

Very truly yours,

(signed) W. G. McAdoo"

The Fifth Liberty Loan known as the Victory Loan took place after the Armistice, in 1919. The Treasury Department again called for cooperation from the Boy Scouts of America, which by that time had a membership of 470,989. The following letter was sent to President Livingstone by Carter Glass, Secretary of the Treasury:

"On behalf of the Treasury Department I take pleasure in urging the Boy Scouts of America to participate in the Victory Loan Campaign and am confident that your finely efficient and loyal organization, which has so splendidly served the nation in previous campaigns, will again come to our aid in prosecuting this new and important work."

The Chief Scout Executive then sent out a call to every Scout Council for participation, indicating that local Committees should determine the service that should be rendered by Scouts and the dates during which they should actively engage in the campaign. Throughout most of the country they still served as "gleaners after the reapers", whose special responsibility was to secure subscriptions which for one reason or another had been overlooked.

At the end of this chapter appears a summary of the Scout record in the Liberty Loan campaigns.

War Savings Stamps

Another important feature of the Government's campaign for raising money was the War Savings Stamps,



Colin H. Livingstone—President of the Boy Scouts of America (1910-1925) with Loving Cup presented by his Executive Board Colleagues. (See Page 312 for Inscription.)

and in this the Scouts cooperated as effectively as they did in the Liberty Loans. In calling on the Boy Scouts of America for cooperation in selling War Savings Stamps, Secretary of the Treasury McAdoo wrote:

“Your splendid work in the Liberty Loan campaigns proved that the Government can count on you and your organization. Knowing that you are always ready to serve your country, and realizing how widely War Savings Stamps may be sold through your efforts, I

THE HISTORY OF THE BOY SCOUTS OF AMERICA

take pleasure in presenting you another opportunity."

The Scouts canvassed every city and town and rural community in the sale of Thrift Stamps and War Savings Stamps under the Government plan. The Scouts sold the Stamps, while the money was collected and the Stamps delivered through the Post Office Department. Specially printed franked red postcards were devised by the Treasury and Post Office Departments to identify the Scouts' sales. Achievement Buttons were presented to Scouts who made sales to twenty-five different individuals. When the Scout succeeded in taking orders for a total of \$250.00 in stamps from twenty-five or more individuals he received an "Ace Medal." This was an adaptation of the French Government's Award to Aviators. For each additional \$100 worth of orders the Ace Scouts received a bronze palm to be fastened to the ribbon of his medal. To the Scout in each state who during 1918 won the greatest number of War Savings Palms, President Wilson wrote a personal letter of thanks. Record Troops in each State received a United States Flag presented by the wives of the members of the President's Cabinet.

Perhaps no single service that the Scouts were called upon to render created more genuine enthusiasm than their War Savings Stamps campaign. The Ace Medals were considered among the highest honor the Scout could earn, and since all Scouts had an opportunity to qualify for them, these awards were thoroughly in keeping with the spirit of Scouting. Five million special postcards were printed and they thought these cards would last a long time. Such was the enthusiasm that the supply was almost immediately exhausted. Amazing results were attained. The Government awarded over 15,113 Achievement Buttons and more than 7,068 Ace Medals. The Ace Medalists also earned 18,146 bronze palms and 1,442 silver palms (for selling \$1,000 worth) and 188 gold palms (for selling an additional \$5,000 worth).

A letter to Scout workers from James E. West, Chief

DURING THE WORLD WAR

Scout Executive, dated November 27, 1917 read in part as follows:

"We have gone 'over the top' with something to spare. \$101,043,950 representing 525,527 subscriptions has been definitely reported through the Scout campaign. This, however, does not include all of our results because in many cases we find Scout officials did not submit any reports because they have assumed that we were only interested in having definite reports where boys sold ten or more bonds and were entitled to War Service Emblems. If these are the facts in your city, please send in supplemental reports at once.

"The Treasury Department officials are most appreciative and commend very highly the work of the Boy Scouts. Already they have notified us that they will expect our cooperation for the 3rd Liberty Loan which will probably not come until after the first of February and perhaps even later. Meanwhile, however, the Treasury Department is very anxious to have the cooperation of the Boy Scouts of America through the National Council in a plan to give the widest publicity possible to the War Savings Certificate scheme of raising two billions of dollars."

Emergency Coast Service

Another way in which Scouts fulfilled their obligation of duty to the country was in cooperation with the Naval authorities in the protection of our coast. No Scout was permitted to participate in this service except on the basis of voluntary application with the approval of his parent or guardian, and of his school authorities as well as the recommendation of his Scoutmaster. Only Scouts fifteen years of age and over were accepted. Scouts under fifteen were permitted to assist at certain headquarters and stations as messengers and such other work as would not necessitate their being away from home overnight. No Boy Scout in the Boy

THE HISTORY OF THE BOY SCOUTS OF AMERICA

Scout emergency service obligated himself in any way to enlist in any branch of the military service.

The duties of these Scouts under the direction of Naval authorities were to maintain a vigilant lookout at visual stations and lighthouses along the coast, to act as messengers and orderlies in navy yards and navy headquarters, and in general to perform duties useful and helpful in the national emergency. They worked in shifts for limited periods of one or two weeks' duration at one time so as not to interfere too much with their school work. They were assigned duties within reasonable distances of their homes.

While on duty, Scouts reported the movements of all ships, making note of the type and external characteristics. For example, "All Black, Single Funnel, Red Band, White Diamond," etc., also the direction and what flag she was flying. They reported suspicious actions of all small craft. They sent and received messages by flag during the day and by lights at night, using the International Morse Code. This is where the Scout Requirements proved very useful. A boy had to be mentally awake and on the job sixty minutes each hour while on duty, because the work was so important that any carelessness on the part of an individual might bring serious reproach upon the whole organization. Special sheets were printed giving a check list of various items of information and instruction.

The Scouts in the Home Defense made a careful survey of the actual conditions in definitely prescribed territory, so that there might be available information concerning the resources of the community in case of disaster, including a list of houses suitable for hospital purposes, names of doctors, information about all automobiles, motorboats, roads and bridges which might be of service.

In the early days of the War, Boy Scouts cooperated in some of the Naval districts in locating unlawful wireless stations and bringing to the attention of the Naval authorities other information of such character as might warrant investigation.



War Gardens

The Boy Scouts also aided the nation in the Food Crusade. "Every Scout to feed a soldier" was the slogan. Chronologically this was the first campaign they undertook. The resolution of the Executive Board placed the extension and development of War Gardens at the head of the list of definite services which Scouts were to give to their country in the War. The basis for participation was outlined in a cablegram from the Chief Scout Executive to Mr. Herbert C. Hoover, whom President Wilson had named as Chairman of the National Food Commission. This cablegram was dated April 16, 1917 and read as follows:

"250,000 Boy Scouts of America tender services as your aides as producers and conservers of food as service to our country."

In response to this cablegram, Mr. Hoover cabled the Chief Scout Executive from London as follows:

"The prime service of our Country in this War is ships and food, and we can here display the true American ability at great efforts. In order to provide the food necessary, we must from this moment eliminate all waste and stimulate food production at every point. We must send to our Allies more wheat, corn, beans, meat, bacon and lard than we have ever sent before, if their men are to fight and their women and children to live; and our people

must economize and eat other things. Among these foodstuffs could not the Scouts take as their own province the stimulation of bean production, for there is not only a great shortage at Europe and at home, but they are the best of foods. Let them help make America able to export ten times as many beans as she ever exported before. To do this, let the Boy Scouts see to it that beans are planted everywhere, so that the biggest bean crop ever known shall be the war contribution of the Boy Scouts to America and her Allies."

The members of the Executive Board themselves set an example by placing their own lands under cultivation for the production of food. President Livingstone, having no back yard, plowed up his big front lawn of his beautiful home in Washington for a vegetable garden. George D. Pratt, Treasurer, raised food crops on his large estate. Daniel Carter Beard, National Scout Commissioner, planted vegetable gardens on his property in Flushing and at his country place in Connecticut. Other members of the Board took similar action. Scouts were able to report in response to Mr. Hoover's cablegram that over 12,000 War Gardens had been started. In some cases as many as 200 and 300 acres were under cultivation by groups of Scouts.

In recognition of the value of Scout gardens, the National Council issued War Service emblems to all Scouts who participated in the campaign for increased food production, including awards to individual Scouts, to Troops and to the Scouts who stood at the head of the list for the whole United States for the number of gardens started and successfully conducted, to the Troop standing at the head of the list, and to the Local Council at the head of the list. The Department of Agriculture officials cooperated in the preparation of a circular appeal and a special issue of SCOUTING devoted to the food production program of which 100,000 copies were made available.

The following letter was addressed to the Boy Scouts of America from the offices of the United States Food



Enthusiastic Scout Farmers.

Administration by Herbert Hoover, under date of March 8, 1918:

"We must grow, harvest and conserve food as we have never dreamed of doing before, if we are to have food to ship to the Allies, and food they must have to be successful in the present struggle.

"I have been particularly pleased with the keen interest which you have displayed in the work of the Food Administration, and gratified by the assistance which you have rendered our Nation during the past season in many ways as aides.

"As such, I appeal to you to again exert all your brain and muscle power to eliminate waste and to stimulate food production throughout the length and breadth of the land."

Food Campaign

One of the hardest campaigns in which the Boy Scouts took part, was that conducted under Mr. Hoover's leadership for enrolling the women of the country in the food administration, asking that all rearrange their household methods of living. The Boy Scouts

were asked to assist in tabulating and checking up all the homes in their community and to secure a pledge at each house and induce the householder to exhibit a window card indicating they were following the Administration Program. This was a difficult service but it was performed cheerfully. Twenty-two million families was the field that awaited the Scouts. Many human interest stories are told of that campaign. The Boy Scouts pledged themselves to eat cornmeal mush and corn muffins to save wheat, to eat fish and fowl to save meat, to save sugar by cutting down on candy and to follow the "gospel of the clean plate." Alabama Boy Scouts handled the food conservation campaign of the entire week in eight hours for which they won special recognition from Mr. Hoover. Scouts in Harrisburg, Pennsylvania, persuaded boys at Hallowe'en not to throw corn against the windows as a conservation measure. A Scout in Marion, Indiana, himself canned the produce of his summer's war garden. Scouts at Gouverneur, New York, raised and harvested 350 bushels of potatoes and marketed them at low prices. The Boy Scouts in East Potomac Park near Washington harvested a corn crop on a 300 acre farm and sold it. And so the story goes.

Black Walnut Census

At the request of President Wilson, the Boy Scouts of America conducted a census classification of the entire black walnut growth of the country. This was one of the most essential timbers for war purposes, since it was needed for airplane propellers and gun stocks. So valuable was it that it was called the "Liberty Tree." Special information sheets and report blanks were printed at the Government Printing Office and circulated to Scouts. The Forest Service informed the National Office that the average number of reports received daily was thirty-five. A total of about 20,758,660 feet of black walnut timber was reported, some 5,200 carloads.



Plowing the White House Park for a War Garden.

“Get every available black walnut tree to market” said the forest specialists. To accomplish the task of making this census, would have cost the Government several million dollars but the organized boyhood of the Nation gladly did it promptly and efficiently as a part of their service to their country. A special tag was used by Scouts in some sections to identify the trees.

The following letter, dated November 26, 1918, was received by the Chief Scout Executive from Newton D. Baker, Secretary of War, in appreciation of the work done by the Boy Scouts in the black walnut census:

“Now that hostilities have ceased, I am glad to advise that it is unnecessary to continue the black walnut census and the work of collecting carbon material for the manufacture of gas masks, and I request that you so advise the members of your organization.

“I am advised that the Boy Scouts of America, up to November 15th, had reported to the War Department a total of approximately 20,-

758,660 board feet of black walnut lumber which they had located, which amounts to about 5,200 carloads.

"I am further advised that in addition to the innumerable lots, large and small, of fruit stones and other carbon materials which the smaller Scout centers collected and which cannot be tabulated by itself, the larger Scout centers have turned in 100 carloads, enough to make over half a million masks.

"This is a splendid achievement for these lads and speaks volumes for the training that the Boy Scouts of America is giving to the up-growing citizenry of our country.

"The members of the Boy Scouts of America have, in their help to the War Department, lived up to their reputation for loyal and effective service in a manner which has won them the respect and admiration of the Nation. They have nobly worked at the front 'over here' as well as 'over there' for liberty and justice.

"In order that the members of your organization may be informed as to the discontinuance of these two campaigns and of our heartfelt thanks for what they have done, I would appreciate your sending them a copy of this letter with a letter of instructions from your own organization."

Gas Defense

The Boy Scouts took an effective part in the War Department plant to save peach pits and nut shells for use in the manufacture of gas masks. No other organization was so well trained to perform a service of this nature. The Boy Scouts organized to do this and visited every family at the request of the War Department. The Scouts collected 100 carloads of fruit pits.

Assistance in Influenza Epidemic

In the Autumn of 1918 there broke out an influenza epidemic. In some places it struck like a bolt from the



Long Island Scout War Garden.

clear skies. The disease spread like wild fire and sometimes whole communities were completely paralyzed. In this emergency the Scouts worked untiringly. They were assigned to relief committees, to help transportation committees to check up automobiles, to assist the board of health, to serve as orderlies in hospitals, to help on ambulances and to relieve telephone operators in some cases. In some communities the Troops offered their headquarters as emergency hospitals and assigned their members as messengers, three or four to each hospital, in three shifts for periods of three to four hours each.

In Richmond, Virginia, the Scouts secured, equipped and manned several ambulances for emergency hospital influenza service. The ambulances were busy every minute, night and day, on their errand of mercy.

Assistance to Red Cross

The Boy Scouts gave their services to the Red Cross in their financial campaigns, and in the actual work conducted in the different communities. They rolled

bandages, helped at Red Cross stations and in every way gave steady and valuable assistance.

With the cooperation of Dr. Ernest P. Bicknell, Director General of the American Red Cross and a member of the Executive Board of the Boy Scouts of America, plans were worked out with the Chief Scout Executive, for the cooperation of Scouts on an organized basis with the Red Cross. Because of their first-aid training and life saving experience, it was particularly appropriate that Boy Scouts should work with the Red Cross. They assisted the Red Cross on surgical dressing committees, motor committees, by acting as orderlies in motor ambulances, distributing notices, carrying communications on bicycles and motorcycles, horseback and on foot, and fulfilling other duties. They assisted committees on foods by collecting information as to supplies, preparing quarters for this service and assisted in collecting, preparing and serving food and refreshments to sick and wounded soldiers. They assisted first-aid committees in the preparation of quarters, as aides in first-aid work and as assistants at dispensaries. They acted with information committees as guides, orderlies, collectors of information as to public or private hospitals available, buildings available in case of emergency, location of public telephones. Of course, not all the boys in any one community did all of these things. Local Chapters made use of Scout Troops in various capacities.

Government Aides

The Boy Scouts helped with the War as Government "Dispatch Bearers." They were repeatedly called upon to do active service in distributing information that the Government wished to get directly to the people. Washington officials announced that they reached at least ten million people through each of their Boy Scout distribution campaigns. For example, the following letter from the Committee on Public Information and from

DURING THE WORLD WAR



Michigan Scouts Help Red Cross.

President Wilson was received under date of December 3, 1917:

"I desire to entrust the Boy Scouts of America with a new and important commission, to make them the Government Dispatch Bearers, in carrying to the homes of their community the pamphlets on the War prepared by the Committee on Public Information. The excellent service performed by the Boy Scouts in the past encourages me to believe that this new task will be cheerfully and faithfully discharged."

The Committee on Public Information called on the Boy Scouts of America frequently to carry directly to the people matters of nation-wide interest. The initial service was a house to house distribution of five million copies of a specially printed Boy Scout edition of President Wilson's Flag Day address as given at Independence Hall on June 14, 1917. The task of each Scout was to find influential persons in his own community who would make wide use of this publication. Chairman George Creel of the Committee on Public Information wrote in this connection:

THE HISTORY OF THE BOY SCOUTS OF AMERICA

"In this task they are the direct representatives of the Committee on Public Information which was created at the very beginning of the War that there might be some agency to keep the public informed about the War and its causes and progress."

In order to inaugurate this work in a business-like and definite manner, the Government provided each Scout with a special identification card. Again and again Scouts were called upon to perform a similar service. Scouts also served as aides to the "Four Minute Men", those representative citizens who presented the issues of the War in various public meeting places.

Reconstruction Program

After the War was ended, the Boy Scouts carried on under the slogan, "The War is ended but our work is not." At this time the Chief Scout Executive, James E. West, issued this announcement of the part of Scouting in reconstruction work:

"As I understand Scouting and as it has been understood in this country the Scouting Program is the best reconstruction program I have ever known of. The country over, our average number of registered Scouts equals not quite 5% of the available boys of Scout age. If less than 400,000 registered Scouts can serve and produce results, what might the National Government expect with a million boys on their toes awaiting its commands!"

Proclamation of President Wilson

In appreciation of the work of the Boy Scouts during the War, the following Proclamation was issued by President Wilson, expressing appreciation of what had been accomplished, and proclaiming Boy Scout Week throughout the United States for the purpose of strengthening the work of the Boy Scouts of America:



Scout Locates Liberty Bond Posters.

“By the President of the United States A Proclamation

“THE BOY SCOUTS OF AMERICA have rendered notable service to the Nation during the World War. They have done effective work in the Liberty Loan and War Savings campaigns, in discovering and reporting upon the black walnut supply, in cooperating with the Red Cross and other war work agencies, in acting as dispatch bearers for the Committee on Public Information, and in other important fields. The Boy Scouts have not only demonstrated their worth to the Nation, but have also materially contributed to a deeper appreciation by the American people, of the higher conception of patriotism and good citizenship.

“THE BOY SCOUT MOVEMENT should not only be preserved, but strengthened. It deserves the support of all public-spirited citizens. The available means for the Boy Scout Movement have thus far sufficed for the organization and training of only a small proportion of the boys of the country. There are approximately 10,000,000 boys in the United States between the ages of twelve and twenty-one. Of these only 375,000 are enrolled as members of the Boy Scouts of America.

“AMERICA cannot acquit herself commensurately with her power and influence, in the great period now facing her and the world, unless the boys of America are given better opportunities than heretofore to prepare themselves for the responsibilities of citizenship.

“EVERY nation depends for its future upon the proper training and development of its youth. The American boy must have the best training and discipline our great democracy can provide, if America is to maintain her ideals, her standards and her influence in the world.

“THE plan, therefore, for a Boy Scout Week, during which a universal appeal will be made

to all Americans to supply the means to put the Boy Scouts of America in a position to carry forward effectively and continuously the splendid work they are doing for the youth of America, should have the unreserved support of the Nation.

“THEREFORE, I, WOODROW WILSON, PRESIDENT OF THE UNITED STATES OF AMERICA, do hereby recommended that the period beginning Sunday, June 8th, to Flag Day, June 14th, be observed as Boy Scout Week throughout the United States for the purpose of strengthening the work of the Boy Scouts of America.

“I EARNESTLY recommend that, in every community, a Citizens’ Committee under the leadership of a National Citizens’ Committee, be organized to cooperate in carrying out a program for a definite recognition of the effective services rendered by the Boy Scouts of America; for a survey of the facts relating to the boyhood of each community, in order that with the cooperation of churches, schools and other organizations definitely engaged in work for boys, adequate provision may be made for extending the Boy Scout program to a larger proportion of American boyhood.

“THE BOY SCOUT MOVEMENT offers unusual opportunity for volunteer service. It needs men to act as committeemen and as leaders of groups of boys. I hope that all who can, will enlist for such personal service, enroll as associate members, and give all possible financial assistance to this worthy organization of American boyhood. Anything that is done to increase the effectiveness of the Boy Scouts of America will be a genuine contribution to the welfare of the Nation.

“In witness whereof I have hereunto set my hand and caused the seal of the United States to be affixed.

“DONE this first day of May in the year of our Lord, one thousand nine hundred and nine-

THE HISTORY OF THE BOY SCOUTS OF AMERICA



Drying Peach Pits for Gas Masks.



East Rutherford, N. J., Scouts Gather Peach Pits.

teen, and of the independence of the United States of America, the one hundred and forty-third.

(signed) WOODROW WILSON.

“By the President:

ROBERT LANSING, Secretary of State.”



Lowell, Mass. Scout on the Job.

Summary of War Service Records

In the five Liberty Loans they sold 2,328,308 subscriptions, amounting to \$354,859,262. (\$936 per boy). Subscriptions not reported bring total to at least \$400,000,000.

War Savings Stamps—raised a total of \$43,043,698 in 2,189,417 sales.

Standing Walnut Trees located: 20,758,660 board feet (5,200 carloads.)

Fruit pits collected for gas masks: over 100 carloads.

War gardens and war farms conducted by Scouts throughout the country: 12,000.

Distributed over 30,000,000 pieces of Government literature.

Rendered invaluable services for the Red Cross, the United War Work Committee, and other National organizations serving the Government.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

Rendered confidential service for Third Naval District.

Cooperated in American Library Association drive for better books.

Served well in Food and Fuel Conservation.

Performed countless individual acts of service to the Government, not recorded under any special classification.

Presented a united front of patriotic zeal in every community, which in itself was of incalculable value to the Nation.

Nearly 70,000 Scouts earned the Treasury Department Medal in the Liberty Loan drives. Almost half that number qualified for bars in addition; 23,111 achievement buttons 13,231 ace medals, 40,000 bronze palms, 2,516 silver palms, 416 gold palms were awarded for W.S.S. sales.

And they have adopted the "Peace Cry"—The War is Over, But Our Work Is Not.

1911-61,495



1912

1913

1914

1915

1916

1917

1918

CHAPTER VII



1919-680,038

The First Decade

Spontaneous growth marked the first decade of Scouting. It was a period of beginnings; there was much pioneering to be done. That there was great value inherent in the idea and that foundations were wisely laid, is attested by the remarkable growth which took place.

A Decade of Rapid Growth

The first published annual report, issued in 1911, referred to the 5,072 Scoutmasters and 600 Assistant Scoutmasters who were then serving in their local institutions. It also listed the names of the 30 Scouts who had earned a total of 83 Merit Badges during the year.

A decade later, the Tenth Annual report records 270 First Class Councils and 151 Second Class with 32,345 Scoutmasters and Assistants leading 378,800 boys among whom were those who during the year had earned 41,432 Merit Badges. Indeed, during the first ten years a million and a quarter boys had taken the Scout Oath. The Scout idea had spread quickly but thinly in these early years. It started with a leader and a group of boys—then a few more Troops—then came the sponsoring institution with its local Troop Committee and later a Local Council would form to give general local oversight. While the need for Local Council and full time Scout Executive supervision for all Troops was felt, not

until the opening of the second decade was it possible to finance that definite program of planned extension of Council organization for the majority of the Councils.

Nevertheless, 270 communities of 20,000 or more population had established Local Councils by 1919, by reason of a conviction on the part of the citizens of these cities that their boys needed Scouting. The principle of annual re-charter of Councils and sponsoring institutions, as well as the annual re-commissioning of leaders had proven their far-reaching value.

In a report of the Chief Scout Executive citing some of the significant developments of the first decade, were listed:

The establishment of a well-ordered camping program. While camping for boys had been introduced under private leadership and while the Y.M.C.A. had pioneered therein as an organization, it remained for the Boy Scout Movement to popularize more widely life in the out-of-doors, with its camping and hiking. When, by the end of the decade, hundreds of thousands of boys were hiking and camping, it meant that standards of leadership, equipment, commissary and sanitary provisions, program and health regulations had to be established. Here such headway was made as to lay broad foundations for the art of camping as a recognized phase of American life.

The production of a distinctive literature. Starting in 1910 with five small booklets, the Movement had developed various Handbooks, the Merit Badge libraries, Every Boys' Library, the Magazine "BOYS' LIFE", a magazine "SCOUTING" to help leaders, in addition to valuable promotional and informational literature.

The emergence of a New Profession—The Scout Executive. With wisdom, the founders of Scouting had placed their reliance upon a volunteer leadership. But as that volunteer personnel grew, by the end of the decade, to the impressive total of 106,000 men in America, it became evident that a small but sufficient number of qualified men would be needed to train and



Scouts Serving on Memorial Day.

encourage and assist in making effective the work of such a vast number of volunteer Scouters. Hence, during this period, there emerged the profession of the Scout Executive and by the end of the decade some 300 such men were employed. In 1920, the first National Training Conference of Scout Executives was held at Bear Mountain, New York.

Interpretation of Scouting through the Arts. In its first ten years, the romance of Scouting was dramatized by talented artists, writers and musicians who had sensed its values. Leyendecker had produced his prize winning Liberty Loan poster of a Boy Scout as the modern knight with his sword of service; Richard Harding Davis had glorified the Good Turn; John Phillip Sousa had been inspired to write his Boy Scouts of America March, and many others.

An Impressive Record of Service. The record of Scout Service, individually and by Troops, through local leadership and under great national plans was both

surprising and gratifying to the American public. Scouts were prepared for service. In Chapter VI, the impressive war record is outlined in some detail. Suffice it to say that in the early years the pattern of Scout service as a scheme of organized unselfishness, was well established.

Protecting the Good Name of Scouting. It is fortunate that Scouting came into the hands of men who had a deep interest in the moral welfare of youth and stood four-square against exploitation and commercialization. Even in the first years, scarcely a week passed without its crop of people who wanted to tie up Scouts with some pet scheme of selling soap or soup.

Effecting National Unity

Viewed in retrospect, effecting an organization with properly interested and selected people in it, was our first major problem. The names of many of these men are recorded in the various chapters and in the Personnel Roster in the Appendix. The boys of America owe them much.

During these years, the new Movement succeeded in uniting and absorbing a number of organizations working with boys—the Woodcraft Indians and The Sons of Daniel Boone were in many ways the most important of these. Then there were the National Scouts of America, the Peace Scouts of California, the 3,000 Polish National Alliance Scouts of Chicago in 1914. The Rhode Island Boy Scouts, with 2,600 members, united with the Boy Scouts of America in 1917, due to the fine cooperation of Scout Commissioner Col. G. Edward Buxton and John R. Rathom, Editor of the Providence Journal.

Paralleling this difficult task, was the necessity of dealing with a half dozen Scout organizations that quickly sprang up—this was done in the first part of the decade except in the case of the “United States Boy Scout” organization. As related in Chapter II, they consented later in the decade (1918) to the entering of a judgment in the New York Supreme Court restraining

THE FIRST DECADE



Dr. West and his Office and Field Staff at 200 Fifth Ave. in 1916.

Standing—W. M. York, E. C. Bacon, J. P. Freeman, S. A. Moffat, James E. West, C. M. Abbott, H. M. Butler, J. H. Beard.

Middle—H. Korman, E. S. Martin, L. Buddy III, W. H. Weisheit, W. P. McGuire, H. L. Eddy, F. L. Colver, F. Sears.

Seated—J. Reber, M. V. Edds, A. C. Olson, W. A. Perry, H. C. Metcalf, F. N. Cooke, Jr., D. W. Fisher.

them from using the word Scout or Scouting or any adaptation thereof.

In 1917, an agreement was reached with the Salvation Army, whereby they agreed to drop the name Scout from one of their organizations for boys. This later (1929), at the close of the next decade, eventuated in a special charter from us to the Salvation Army to organize in the United States, special units of their international boys' organization, the "Salvation Army Life-Saving Scouts of the World."

Prior to "The U. S. Boy Scout" judgment, the Federal Charter had been received (1916) and this gave the new Movement distinctive status. In building the by-laws under the Federal Charter, provision was made for the significant democratic principle of representation—the National Council membership to consist of a majority of Local Council representatives.

Further Developments of the Decade. Paralleling these important and far-reaching organization achievements, were aggressive developments in other direc-

tions. The plan of placing the local responsibility on the Local Council and the Troop Committee was begun and gradually made effective, following closely in the foot-steps of a distinctive and exact membership based on registration with a small fee, which fee became the missionary fund of the Movement to carry Scouting forward.

The Department of Education. In the middle of the decade the Department of Education was projected and was at first financed through the generosity of Francis P. Dodge, whose interest was stimulated by that great friend of Scouting, Dean James E. Russell, thus making it possible to staff the Department to lead the training efforts which had multiplied over the country.

Then came the War with its tremendous opportunities for boys to help, which the Scouts and Leaders undertook so earnestly and effectively. The practical value of the difficult things done by the Scouts brought widened recognition and approval to the Movement, though such endorsements from high places began almost as the Movement started.

Boy Scout Week—the celebrating of the birthday of the Movement, which later became such an institution throughout the land, recognized in churches, schools, service clubs and other social agencies, was placed on a fine footing in 1919, when by proclamation of President Wilson, the American Public were asked to recognize on this occasion something of the contribution which Scouting had made to the Nation through its youth. Governors of many of the States followed suit with similar proclamations.

The cooperation of churches, schools, the American Legion and other bodies were set forth in appropriate resolutions which appeared as part of the Tenth Annual Report.

Sea Scouting as a nautical program for older Scouts was launched during the decade and had come to be recognized as an effective force, in which the gracious and magnetic personality of the late James A. Wilder figured largely.



Sea Scouts on a Cruise.

Interest in health on the part of Scout Leaders, so the record indicates, was stimulated here in America, as abroad, by the revelation made by the Draft Boards of War days as to the physical condition of the young men of our Nation. From the beginning, Scouting, by virtue of its very nature, was counted a factor in producing a virile, rugged manhood. But the Draft Board's experience doubtless set before Scouters the challenge to a larger work, which later eventuated in the forward-looking Health and Safety Program.

The Uniform of the Scout, which from the start had been such a vital part of Scouting's appeal to boys, was greatly improved when, just prior to the end of the first decade the National Council adopted the modern uniform which has become traditional for Scouts—the characteristic neckerchief, the shirt, the shorts or breeches and the better-quality, stiff-brimmed Scout Hat at the same time a greatly improved and highly practical uniform was developed for Scouters.

Concern over the effectiveness of our procedures for organizing and operating Scout Troops was manifested,

even in these early days under the insistence of the Chief Scout Executive that we "face the facts" as to our ability to maintain the interest of Scouts. A study of "Scout mortality" was prescribed, and with devotion, national and local leaders went at it, with the result that in succeeding years Scout tenure has been consistently increasing, through adherence to sound practices of organization and education.

Varied Proposals

We owe a great deal to the Chief Scout Executive for the clear vision he has had, from the very beginning, of the straight road the Boy Scouts of America should travel. There were many alluring by-paths along the way. The first of these was the suggestion that the Scouts be used as watchers at polling places on Election Day. This was not adopted and in 1915 the Board adopted a standing rule:

"Resolved: That the Executive Board take the position that it would be inappropriate for the Boy Scouts of America to take any official action with reference to any question of policy for the United States Government in matters capable of difference of opinion of a political character. Each officer and member should be given full opportunity for freedom of thought and action as an individual, but not as representative of the Scout Movement."

A provision covering this was afterwards placed in the Constitution.

It is interesting to notice some of the invitations which the Executive Board declined throughout the years. Here are some of them. That we use armories for meeting places; that we cooperate with the Santa Claus Association; that we unite with the movement of Camp Fire Girls; that we adopt an official song; that we take part in the Buffalo Bill movement; that we join in the organization to abolish capital punishment; that we permit our name to be used in connection with



Scout Builders of Bird Houses.

a particular school; that we have a national tag day; that we join the Allied Patriotic Society. We were asked to cooperate with the American Fox Terrier Club, and to intercede with Governor Pinchot for a man who had been condemned to death; that we endorse the American Guardian Association, and unite in the movement to save Old Ironsides. We were asked to help in establishing the metric system, and to join the American Green Cross. And there were many others of a similar and varied nature, in which the Chief Scout Executive's keen scent quickly detected wherein lay the interest of the boy.

Some Personalities of the Decade—Those who had come into the Executive Board in the first ten years and still remained at the close were Daniel Carter Beard, Benjamin Lewis Dulaney, John Sherman Hoyt, Dr. Jeremiah W. Jenks, Colin H. Livingstone, Milton A. McRae, William D. Murray, Charles P. Neill, George D. Pratt, Frank Presbrey, Mortimer L. Schiff.

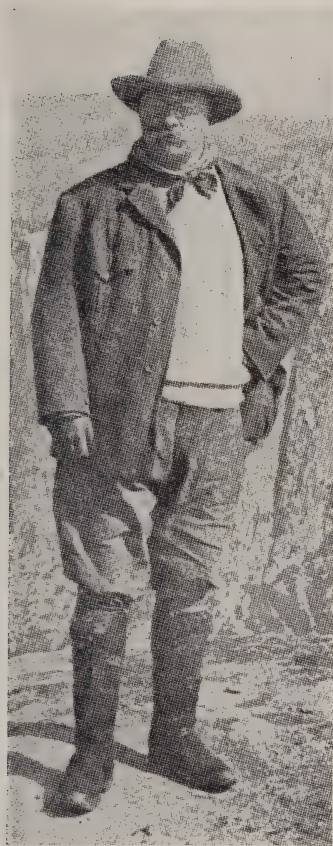
Ernest P. Bicknell, in 1913; Lorillard Spencer of New York, George D. Porter, of Philadelphia and Robert Garrett of Baltimore in 1912, were elected to the Executive Board which, at the close of the decade, now num-

bered sixteen members. Robert Garrett had been closely associated with the early stages of the Movement, meeting with the group that appointed the Committee on Organization. He had also been active in the national and local work of the Young Men's Christian Association. George D. Porter had been active in Scout work in Philadelphia where he was director of Public Safety. He had organized the first Troop of Scouts in Pennsylvania.

The year 1914 brought to the Board, now consisting of nineteen members, G. Barrett Rich, Jr., Scout Commissioner of Buffalo, New York. He had been instrumental in organizing the flourishing Buffalo Council in 1910. He was a trustee of the Charity Organization, a Director of the Young Men's Christian Association and of the Chamber of Commerce of Buffalo. He later rendered outstanding services as Chairman of the Committee on Badges and Awards, from 1919.

In 1916, for two years, came Dr. Charles D. Hart, whom Philadelphia affectionately termed the "father" of their Scouting, for so many years to follow. John H. Nicholson of Pittsburgh, Arthur Letts of Los Angeles, F. L. Seely of North Carolina, the beloved Bolton Smith of Memphis, A. Stamford White of Chicago, and Judge Franklin Hoyt of the New York City Children's Court, started in the Executive Board in these years. At the close of the decade, James J. Storrow of Boston began his too brief but great influence on the Board.

Naturally, the make-up of the Executive Board changed from time to time. Col. Peter S. Bomus and William Verbeck could serve only two years 1910-12, and Seth Sprague Terry of the Y.M.C.A. served one year longer. George W. Hinckley, active in the first two years of the Movement, head of the Good Will Farm in Maine, had found it impossible to attend the meetings and therefore withdrew. Another man now found it necessary to resign, Lee F. Hanmer. He had been one of the creators of Scouting in America, loaned to us by the Russell Sage Foundation.



Theodore Roosevelt

Resolution drafted by Hermann Hagedorn and adopted by the National Council of the Boy Scouts of America at their annual meeting, 1919.

HE was found faithful over a few things and he was made ruler over many; he cut his own trail clean and straight and millions followed him toward the light.

He was frail; he made himself a tower of strength. He was timid; he made himself a lion of courage. He was a dreamer; he became one of the great doers of all time.

Men put their trust in him; women found a champion in him; kings stood in awe of him, but children made him their playmate.

He broke a nation's slumber with his cry, and it rose up. He touched the eyes of blind men with a flame and gave them vision. Souls became swords through him; swords became servants of God.

He was loyal to his country, and he exacted loyalty; he loved many lands, but he loved his own land best.

He was terrible in battle, but tender to the weak; joyous and tireless, being free from self-pity; clean with a cleanness that cleansed the air like a gale.

His courtesy knew no wealth or class; his friendship, no creed or color or race. His courage stood every onslaught of savage beast and ruthless man, of loneliness, of victory, of defeat. His mind was eager, his heart was true, his body and spirit defiant of obstacles, ready to meet what might come.

He fought injustice and tyranny; bore sorrow gallantly; loved all nature, bleak spaces and hardy companions, hazardous adventure and the zest of battle. Wherever he went he carried his own pack; and in the uttermost parts of the earth he kept his conscience for his guide.

We were greatly pleased when Governor Whitman of New York appointed our Treasurer, George D. Pratt, State Conservation Commissioner, thus bringing into the services of the State a thoroughly competent Scouter, in work which was really Scout work.

The death, in this period, of Theodore Roosevelt, deep friend of the Scout Movement, was a great loss. He was the first and only Chief Scout Citizen. At the time of his death he was discussing with the Chief Scout Executive how he might give more time to Scouting in the later years of his active life. The resolutions adopted by the Executive Board reveal their deep sense of loss. Beginning the following year, Daniel Carter Beard each October has headed a great pilgrimage of thousands of Scouts and members of the Camp Fire Club, to Roosevelt's grave to pay fitting tribute to that great American and friend of Scouts and of boys.

The Chief Scout Baden-Powell and other foreign Scouters visited us during the first ten years and gave help and encouragement. Among those who came and who participated in Scout activities was the Prince of Wales, then Chief Scout for Wales—later King Edward VIII of Great Britain.

Laying Foundations

This decade of spontaneous growth and wide foundation-laying revealed the need for the more definite program of field work, which the Field Committee under Mortimer L. Schiff and Dr. Fisher projected with the Chief Scout Executive, and recommended to the Executive Board, and which they started in 1919.

It had become clear that effective supervision required the division of the country into at least twelve Regions, in which there were six field men under George J. Fisher, M.D., who had come as Deputy Chief Scout Executive to supervise and extend the field work. For many years he had been at the head of the physical work of the International Committee of the Young Men's Christian Association and was thoroughly

equipped for Scout work. He had been from the beginning, an active volunteer in Scouting and had been the first Chairman of the Committee on Badges, Awards, and Scout Equipment, later known as the Committee on Badges, Awards, Scout Requirements and Uniform Design.

The conditions resulting from a decade of rapid spontaneous growth, called now for the development of a planned and budgeted schedule for carrying intensive Council service to all areas in the United States.

Summary of the Decade's High Points

From year to year, the Annual Reports made to Congress by the Boy Scouts of America, have summarized some of the more important happenings of each year.

The first ten of these have been condensed and added to this Chapter to give a moving picture of the decade as a whole.

1910—Incorporated February 8 under the laws of District of Columbia by W. D. Boyce and opened National Headquarters at International Y.M.C.A. office, 124 East Twenty-eighth Street, New York, N. Y. President Taft accepted office of Honorary President; Theodore Roosevelt, Honorary Vice President and Chief Scout Citizen. Mr. Colin H. Livingstone elected President; Messrs. Mortimer L. Schiff, Milton A. McRae, Benjamin L. Dulaney, Vice Presidents; Mr. George D. Pratt, Treasurer; Mr. Daniel Carter Beard, National Scout Commissioner; Ernest Thompson Seton, Chief Scout; Messrs. John Sherman Hoyt, Dr. Jeremiah W. Jenks, William D. Murray, Frank Presbrey, and G. Barrett Rich, members of the Executive Board. A promotional meeting held June 21, with representatives of 34 national organizations. Mr. James E. West was appointed Executive Officer.

1911—National Council established at 200 Fifth Ave., January 2, 1911, by Mr. West with seven employees. First annual meeting held at the White House, Washington, addressed by President Taft. First edition of

the Handbook printed. Scout Oath, Law, and Badge and fundamental policies adopted. Membership during year. Scouts and Scouters, 61,495.

1912—Scouts enrolled from every State. Scouts mobilized for first of series of national civic good turns, the promotion of a safe and sane Fourth of July. Clean-up campaigns and similar community good turns begun. Sea Scouting begun, to become an older Scout activity. BOYS' LIFE purchased to become official magazine. Membership during year, Scouts and Scouters, 98,647.

1913—President Wilson became Honorary President. Local supervision facilitated by dividing the United States into 8 districts, the forerunner of our present 12 regions. Official bulletin for Scouters, SCOUTING, created. Membership registration system adopted. Scouts demonstrated motto, "Be prepared", in first-aid during spring floods in Ohio and Indiana. Handbook for Scoutmasters published. Service at celebration of the Fiftieth Anniversary of the Battle of Gettysburg. Membership during year, Scouts and Scouters, 114,882. Net membership, December 31, 34,944.

1914—Troop Committee plan created. Training for Scouters begun. Gold medal for conservation of wild life offered Scouts by Dr. William T. Hornaday, director of the New York Zoological Park. Membership during year, Scouts and Scouters, 148,227. Net membership, December 31, 132,741.

1915—Department of Education established. Expansion of Merit Badge work prompted issuance of 57 Merit Badge pamphlets. Good turns on Christmas and Thanksgiving stressed. Movement began receiving commendation of national organizations and men high in national life. Membership during year, Scouts and Scouters, 262,043. Net membership, December 31, 182,303.

1916—Received a Federal charter from Congress, which gave special protection to the name, insignia, and limits membership to American citizens. Act of Con-



Scouts Learning to Roll Their Blankets.

gress, June 3, authorized a Scout uniform similar to Army, Navy, or Marine uniform. Adopted constitution and by-laws. Began to serve Government in the war. Educational value of the program officially recognized by Dean Russell, of Teachers College, Columbia University. Membership during year, Scouts and Scouters, 344,290. Net membership, December 31, 245,073.

1917—Full resources placed at service of Government, under slogan, "Help win the war." Within 24 hours Scouts throughout the United States were advised of action. Tremendous demonstration of boy power trained and organized for service followed for the duration of war, and drew thousands of boys into the Movement. Scouts sold 2,350,977 Liberty Loan bonds, totaling \$147,876,962; War Stamps to a value of \$53,043,698; located 20,758,660 board feet of walnut, and the equivalent of a hundred carloads of fruit pits. Over 30,000,000 pieces of Government literature distributed and ceaseless service rendered in other ways, including food and fuel conservation. Boy Scout gardens by the thousands springing up all over the country. The veteran Scout classification was established for those in the Movement 5 years or longer. Membership during

THE HISTORY OF THE BOY SCOUTS OF AMERICA

year, Scouts and Scouters, 498,167. Net membership, December 31, 356,609.

1918—War service at its peak. After signing of armistice we adopted the slogan, "The war is over, but our work is not." Scouts rendered Nation-wide first-aid service in influenza epidemic. Rotary clubs started present cooperation by business men's clubs and other institutions in sponsoring Troops. Membership during year, Scouts and Scouters, 599,518. Net membership, December 31, 420,006.

1919—The first National Boy Scout Week to promote the Movement throughout the country, conducted under the leadership of Hon. William G. McAdoo and inaugurated by proclamation of the President of the United States. Proclamations from most of the Governors. Systematic method for developing cooperation from churches of all faiths adopted. Scouts invited to aid Department of Labor in its Americanization program. Anniversary week observed as a good turn week by the public. Following the death on January 6, 1919, of Theodore Roosevelt, Chief Scout Citizen, Scouts began the practice of annually planting Roosevelt memorial trees and making an annual pilgrimage to his grave at Oyster Bay under the leadership of Daniel Carter Beard, National Scout Commissioner. Membership during year, Scouts and Scouters, 680,088. Net membership, December 31, 462,781.



The Second Decade

As the first ten years of Scouting in America was the period of “spontaneous growth”, so the second properly may be called the “period of extension” and planned organization of Councils, to bring all Troops under Council service and supervision.

As already mentioned, the efforts of the Chief Scout Executive, at the close of the first decade, had been successful in securing Dr. George J. Fisher to serve as Deputy Chief Scout Executive and to take over the responsibility of pushing forward this planned extension.

At the opening of this second ten years, there came the important Quota Plan which did so much to stabilize the finances of the Movement. (See Chapters IV and XII)

Widened Recognition

The Movement in these years began to reveal its great strength. The beginning of the second decade of the Boy Scouts of America found the Movement widely recognized as a definite national asset. Its meaning to the country and to the boyhood of the Nation had been demonstrated. Much had been accomplished. The Good Turns referred to elsewhere had shown clearly certain effects of the program upon the boys who were members. The year 1920 closed with a net membership of 484,831.

Foreign Contacts

We had taken our place in the International Scouting world, through Mortimer L. Schiff, International Scout Commissioner, and we had been represented by 301 Scouts in the first International Jamboree in England in 1920, and had taken part in the first International Scout Leaders' Conference which followed. Schiff and Presbrey had become our representatives on the permanent International Committee. (See Chapter XXIII on World Scouting). By 1922, we had been honored by a number of visitors from abroad bearing evidences of the International good-will of Scouting. Among these were Captain Francis Gidney, First Camp Chief of the British Boy Scout Association, Monsieur J. Guersen-Desjardins, from the Scout Authorities in France, and Mr. John Stiles, from Canada.

Additions to the National Executive Board

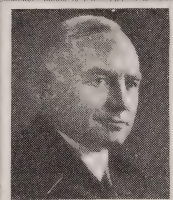
During this decade there was a notable accession of nationally prominent men to the Executive Board, whose membership had been increased to twenty-three. The year 1921 brought to our Board that versatile man whose influence had been so markedly felt in many departments of our Nation's life, Dr. John H. Finley, of the "New York Times." Dr. Finley had been President of Knox College, President of the College of the City of New York, Professor of Politics at Princeton University, and Commissioner of Education and President of the University of the State of New York.

In 1922 a quartet of workers was added: Clarence H. Howard, President of the Commonwealth Steel Company, president of the St. Louis Local Council, vice-president of the National Council, chairman of the Trustees of the David R. Francis Home; Robert P. Sniffen, member of the Yonkers, N. Y., Local Council, chairman of the Committee on Scout Supplies; Mell Wilkinson member of the Atlanta, Ga., Local Council, chairman of the Regional Committee, Trustee of the



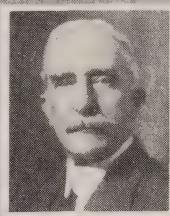
MORTIMER L. SCHIFF
1910—1931

President—Vice-President, International Commissioner, Committee on Finance, Field, Foreign Relations



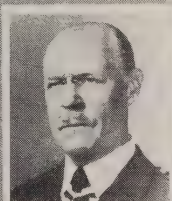
GEORGE D. PRATT
1910—1935
Treasurer

Member Committee on Camping, National Court of Honor, Organization, Executive, Finance, Operations, Distinguished Service Awards



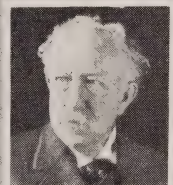
FRANK PRESBREY
1910—1936
Vice President

Member of Committee on Finance, Executive, Foreign Relations, Business, Editorial, Publicity, BOYS' LIFE



WILLIAM VERBECK
1910—1912

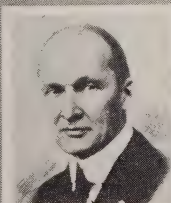
National Scout Commissioner, Organization Committee



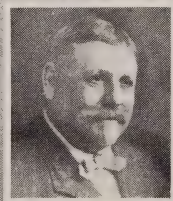
DAVID STARR JORDAN
1910—1916
Vice President



GEORGE W. HINKLEY
1910—1916



EDGAR M. ROBINSON
1910—1914
Organization Committee



PETER BOMUS
1910—1912
National Scout Commissioner Committee on Organization



F. L. SEELY
1912—1916
Vice President

A Partial Group of Former Members of Executive Board.

local Young Men's Christian Association and of the Advisory Board of the Salvation Army; Charles L. Sommers, Chairman of the Regional Committee of Region X, and a member of the St. Paul Local Council. In 1923 came Barron Collier, outstanding advertising man, the efficient chairman of our Committee on Publicity; also Newcomb Carlton, President of the Western Union Telegraph Company, the American Telegraph and Cable Company and connected with many other corporations. In 1924, there was added to the Executive Board, Victor F. Ridder, distinguished Newspaper Editor, who from 1914 had done so much for Scouting among Catholic men and boys.

The Harding Awards

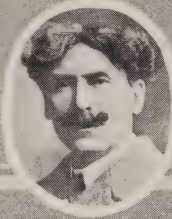
President Harding accepted the Honorary Presidency in 1921. One of the contributing causes to the success of the Movement has been the intelligent, wholehearted way in which each Chief Executive of the United States—Taft, Wilson, Harding, Coolidge, Hoover and Roosevelt has taken an active part in the work of the Movement.

During President Harding's Administration, Mr. Storow's suggestion was carried out, namely—the recognition of each Troop which increased its registered membership before the end of 1923, was marked by the award of the President's streamers, of which 5,058 were earned by Troops and 302 by Councils.

More than 81,000 Scouts and 20,000 officers were registered. President Harding wrote a letter to the President of each successful First Class Council and to Troops not under Council which had earned the President's Award. His death closed the effort and took from us an earnest friend. Scouts, in every part of the country, joined in a nation-wide tribute to his memory, standing guard along the route travelled by the funeral train. His successor, Calvin Coolidge, continued the Presidential tradition, as was so ably demonstrated by his address at the Annual Meeting of the National



JEREMIAH W. JENKS
1910—1929
Chairman Commission
on Scout Oath & Law,
Chairman Committee
on Education, Rela-
tions with other
Organizations



**ERNEST THOMPSON
SETON**
1910—1914
Chief Scout
Member Committee on
Organization, Na-
tional Court of Honor,
Badges & Awards,
Equipment, Editorial
Board



CHARLES P. NEILL
1910—1926
Committee on Educa-
tion, Safety First, Chair-
man Committee on
Relations with other
Organizations



LORILLARD SPENCER
1912—1914
Committee on Finance



MILTON A. McRAE
1910—1930
President—Vice Presi-
dent, Committee on
Finance, Foreign Rela-
tions, Relations with
other Organizations



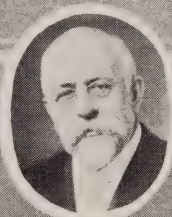
ROBERT GARRETT
1912—1919
Library Commission



**BENJAMIN L.
DULANEY**
1910—1924
Committee on Finance,
Relations with other
Organizations



LEE F. HANMER
1910—1915
Committee on Organi-
zation, Supply



A. STAMFORD WHITE
1912—1917
Vice President
Nautical Scouting
Committee

Former Executive Board Members.

Council in 1926, when he said of the Boy Scout Movement:

“It is one of the growing institutions by which our country is working out the fulfillment of an eternal promise.”

Colin H. Livingstone as President

Mr. Livingstone's retirement as President of the Boy Scouts of America, but fortunately not from the Board, brought to an end, in this decade, one phase of his great service to the boyhood of America. He stood staunchly behind the Chief Scout Executive in his insistence upon the way in which religious interests are handled in Scouting and the way in which the Twelfth Scout Law helps to maintain this.

Mr. Livingstone once said that on his desk in his bank, he had two piles of letters; the one on the right, relating to business; the one on the left, relating to Scouting; the pile on the left was twice as tall as that on the right.

Mr. Storrow's Presidency and Passing

In 1924 the budget had reached \$490,000, still with more calls for service than could be met. 1925 was a year of change and forward progress. Mr. Livingstone was elected as Honorary Vice President. James J. Storrow was elected President and at the first meeting of the Board, at which he presided, began to develop opportunities for training courses for professional leaders. He lived long enough to make the Scout Executives' National Training Course, a reality. Mr. Storrow was a Harvard graduate. He had high ideals of what education meant, not only as technical training, but for the larger moral issues of life itself.

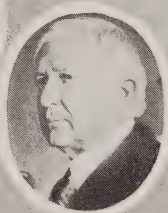
At one of the Board meetings, when the wisdom of Executives applying for railroad passes, was discussed—he quietly remarked, “I think I see a moral question here.” His death, in 1926, seemed cruel. In Scouting



ARTHUR LETTS
1917—1923
Vice President



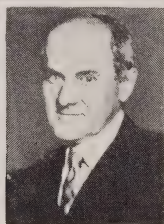
GEN. GEORGE W.
GOETHALS
1921—1923
Sea Scout Committee



ERNEST P. BICKNELL
1913—1919
Committee on Relations with other Organizations, Field



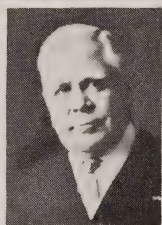
MYRON T. HERRICK
1919—1926
Committee on Foreign Relations



HAROLD F.
McCORMICK
1920
Vice President



CHARLES D. HART
1916—1917
Committee on Camping, Nautical Scouting



CLARENCE H.
HOWARD
1922—1931
Vice President Relationships Committee

Former Executive Board Members.

for April, 1926, Dr. Finley paid this beautiful tribute to Mr. Storrow:

Finley,

Tell us, Great Scout Spirit Storrow
What you find on this the morrow
Of your crossing o'er the Great Divide?

Storrow:

There are trails to cloud-made mountains,
There are streams from farther fountains,
All are Eagle Scouts this spirit side.

International Conference

In this second decade began the International Conferences of Scout Leaders, with meetings held in London, Kandersteg (Switzerland), Copenhagen, and at Arrowe Park near Liverpool.

Conferences of Executives

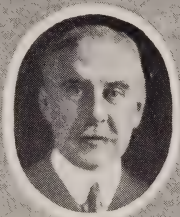
Within the United States, these same years saw a series of National Training Conferences of Scout Executives. The first was at Bear Mountain, N. Y., in 1920, and thereafter, to 1928, they were held at two year intervals at Blue Ridge, N. C.; Estes Park, Colorado; Hot Springs, Arkansas; and on the Campus of Cornell University at Ithaca, New York. Those helpful and significant Training Conferences were stopped with the onset of the depression, to be reinstated (in 1936) with the return of more nearly normal times. (See Chapter XVI.)

Scouts as Explorers

Scouts had some remarkable exploration opportunities opened to them in these years, because their training in outdoor-craft prepared them to fit in and do their part. What a thrill came to the eight Sea Scouts from Chicago, whom Borden took with him from Seattle north to the Arctic Circle! The three Scouts who were invited to go to Tanganyika, Africa, with Mr. and Mrs.



JOHN H.
NICHOLSON
1916—1918
Field Committee



JAMES J. STORROW
1919—1926
President
Field Committee



BOLTON SMITH
1918—1935
Vice President
Committee on Relations,
Operations,
Program, Education,
Inter-Racial



GEORGE D. PORTER
1912—1931
Chairman Committee
on Safety, Field, Supply,
Library, Foreign Relations



CHARLES C. MOORE
1923—1932
Vice President



FRANKLIN C. HOYT
1915—1917
Committee on Camping,
Relations with
other Organizations



BRUCE BARTON
1929—1935
Vice Chairman
Publicity Committee,
Editorial Board



KENNETH O'BRIEN
1929—1934
Personnel Committee

Former Executive Board Members.

Martin Johnson, into the haunts of lions and big game, had a great experience. The crowning recognition was Rear-Admiral Byrd's offer to take a Scout with him into the grim dangers of Antarctica—a Scout to take a man's part and to "make good" and to return with the second Byrd Expedition.

Emergency Service

But paralleling these privileges, Scouts across the country came forward with evidence of courage and responsibility in emergencies and disasters—in the Knickerbocker Theatre disaster in Washington, D. C.; the floods in Pueblo, Colorado, San Antonio, Texas, and in Arkansas; the Illinois Tornado; tornadoes in St. Louis and Omaha; the Florida hurricane; the Louisiana fire and the California earthquake.

Special Features of the Decade

In this decade, Baden-Powell paid another visit to the United States.

The Rockefeller Foundation—the Laura Spelman Rockefeller Memorial—gave \$50,000 to be spent in 3 year research on younger and older boys as the ground work for the Cubbing and Senior Programs which followed. The research was done by Dr. H. W. Hurt.

Supply Service Progress

In the first decade, it soon became evident that in order to protect the Movement, we would have to control the supplies sold to Scouts. In our second year, we had an order department with Frederick N. Cooke, Jr., of Boston, as Office Manager and later as Secretary of the Committee on Scout Supplies. Later Mr. Cooke gave his time to promotional work, and later still to royalties and protection against infringement. With the increase in the number of Scouts, the importance of this department became clear. In March, 1913, we

decided to form a Committee on Supplies and were fortunate in securing the volunteer services of three men, particularly well qualified to lay the foundation of this department, which has rendered so large a service through the years. This committee was made up of Robert P. Sniffen, the New York Manager of Sears, Roebuck & Co.; A. C. Penn, formerly secretary of the Simmons Hardware Co.; and Mr. E. M. Weber, of Butler Bros., who was a Scoutmaster. These men were enthusiastic as to the possibilities of a Supply Department. Our first catalog was issued in 1914. The basic purpose of the Supply Service was to protect the Scout against inferior quality and against commercial exploitation, thus safeguarding quality in the boy's supplies.

This department, at the opening of the second decade, continued to grow; in September, 1919, Arthur Haddock was employed to serve as its Director. There was more or less experiment in this department, and in 1922 Major A. W. Proctor, who had been employed to make a thorough investigation of the methods employed, presented his report. Mr. Sniffen had taken an active part in this examination and was given a vote of thanks by the Executive Board:

“For all of his cooperation not only for the period of years covering his connection with the Supply Department, but especially in connection with the very thorough-going and comprehensive analysis of the Supply Department for the benefit of the Special Committee.”

At the close of the decade, the Supply Service placed a copy of the annual Supply Catalog in the hands of every registered Scout and Scouter. This catalog not only listed available outdoor supplies but set forth basic facts about 40 different vocations, thus giving it an added educational value to each boy. The Supply Service business in 1929, continued to grow and it was estimated that, in the price readjustment of those years, Scouts were saved \$125,000 in the prices of their uniforms.

Sigmund Eisner—Friend of Scouting

A large proportion of our supplies consisted of uniforms which were made by the Sigmund Eisner Company, from the early days until 1933. These contracts were based on periodic bids and in 1933 the contract was awarded to the Sweet-Orr Company. Mr. Sigmund Eisner had been more than a manufacturer of Uniforms, he was a benefactor of the Scouts. His death was a very real loss to Scouting. Upon his death in 1924, a resolution of appreciation was adopted by the Executive Board, as follows:

“As official National Outfitter since the organization of the Boy Scout Movement in the United States, Mr. Sigmund Eisner has served the organization with unvarying consideration for its highest interest. With him, the claims of American Boyhood out-weighed questions of personal gain, and he gave most generously of his time, his strength and his means in support of the Boy Scouts of America.”

The Scout Uniform

In an official message to Scouts through the October, 1930 Catalog, the following statement set forth the important educational part played by the Uniform:

“The Scout Uniform is a part of the romance of Scouting. It is a symbol of the ideals and outdoor activities for which the Movement stands. It has the picturesque touch which helps the Scout identify himself with the great traditions of our outdoorsmen—the pioneer, explorer, scout, and cowboy—which underlie the psychology of Scouting. Here in America, as throughout the world, the Scout Uniform has earned the respect of the general public. It is one of the significant and important features of the Boy Scout Movement, because of its definite educational value to the boy himself, to the Scout Leader, to the Patrol, to the Troop and the community. The time has come



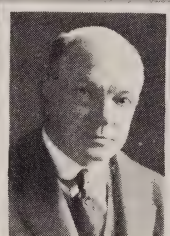
HENRY BRUERE
1931—1934
Personnel and Executive Committees



CHARLES F. GLORE
1925—1927
Field Committee



ROBERT K. CASSATT
1929—1931
Field Committee



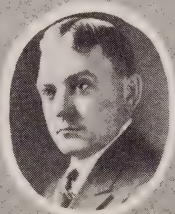
NEWCOMB
CARLTON
1923—1929
Committee on Foreign
Relations, Finance,
Field



GEORGE W. PERKINS
1920



PARMELY HERRICK
1929—1933
Committee on Relations
with other Organizations,
Foreign Relations



FRED J. FISHER
1929—1934

Former Executive Board Members.

when we should definitely aim for 100 per cent use of the Scout Uniform by all Scouts and Scouters. More than this, we should aim for the use of the Uniform in all Scouting activities."

Efficiency Check-ups

During this second decade, the Movement had two thorough check-ups made, in pursuance of the policy of the Executive Board to search for needs and for ways to improve the effectiveness of the work of the National Council. One study was by Major Arthur W. Proctor and one by Mr. David H. Howie of Mr. Storrow's organization. These affected valuable economies and improvements in office processes.

Toward the close of the decade, was begun the three year Mark M. Jones Survey of the Movement, which resulted in the adoption of the Adult Registration Program for all leaders. Also later, it led to the Divisional Plan of organization, as outlined in Chapter IX.

More Intensive Service

During the last two or three years of this second ten year period, the Executive Leaders of the Movement stressed more and more the need for an intensive emphasis within Local Councils—the major effort having been the extension and organization of Councils. The Cornell Conference in particular, in 1928, had sounded the note that furthering the Troops own active boy program was the really big job and opportunity to which all things must contribute.

This was to be the emphasis of the third decade. As an important foundation for this future emphasis, during the last half of this period, there had been developed sound criteria for measuring Troop and Council effectiveness and program. The careful analysis of "leaks" and "net results", led to the beginnings of the "Council Index of Achievement", which measured results and tended to develop standards. This major

achievement was distinctive and a pioneer advance among organizations engaged in social work. Thus was developed the groundwork for the "planned growth" and "budgeted service" which was to come.

Yearly High Points of the Second Decade

The summaries of the high points of the years 1920 to 1929, record the steady growth of the Movement in numbers and in service.

1920—First national conference of Scout Executives held in September at Palisades Interstate Park. First International Scout Jamboree held in England in July; Boy Scouts from 32 out of 52 countries represented, the Boy Scouts of America by 301. First International Scout Leaders' Conference held in connection with Jamboree. International Scout Commissioner Mr. Mortimer L. Schiff and others represented the Boy Scouts of America. Quota plan adopted. Membership during year, Scouts and Scouters, 780,170. Net membership, December 31, 503,726.

1921—President Harding became Honorary President of the Boy Scouts of America. Scouts of Washington, D. C., served as aids and guides at the Limitation of Arms Conference. Inauguration of annual Eastern States Exposition at Springfield, Mass., where 5 Scouts selected on merit from each of the 10 Eastern States are entertained as guests, give demonstrations in Scoutcraft and serve as aids to the authorities. "New York Times" inaugurated its Sunday edition Boy Scouts section. Outstanding civic good turns in forest conservation and in connection with the Knickerbocker Theater disaster at Washington and floods at Pueblo, Colo., and San Antonio, Tex. Membership during year, Scouts and Scouters, 630,314. Net membership, December 31, 530,203.

1922—Winter camping loomed up as a competitor with summer camping for popularity. Second International Conference of Scout Leaders appointed a permanent international committee upon which the

Boy Scouts of America was represented by Mr. Mortimer L. Schiff, International Scout Commissioner, and Mr. Frank Presbrey. International Scouting good will evidenced by Capt Francis Gidney, Chief Camp Master of the British Boy Scouts Association, attending the biennial conference of Scout Executives in this country, the Scouting authorities in France, in sending Monsieur J. Guerrin-Desjardins, and Canada, Mr. John Stiles. Five-year field development program adopted. Big membership round-up, running over into following year, resulted in the addition of 81,123 Scouts and 20,235 officials, bringing the total to 614,465 boys and men. This effort stimulated by streamer awards by President Harding for Troop and Council increases of 25 per cent and over. Membership during year, Scouts and Scouters, 744,009. Net membership, December 31, 614,465.

1923—Scouts participated in the country-wide tribute to the memory of President Warren G. Harding. Calvin Coolidge became Honorary President. Procedure approved by which Scouts with insurmountable physical disabilities can qualify for Merit Badges. International left-hand clasp adopted. Patrol Leader conferences and training courses for Scout leaders developed. Laura Spelman Rockefeller Memorial advanced \$100,000 for promotion of BOYS' LIFE. Mr. James E. West became editor in chief. The bureau of church relations established. Lone Scouts of America merged. Inauguration of patriotic pilgrimages to the homes of great Americans and to historic spots. Membership during year, Scouts and Scouters, 812,444. Net membership December 31, 661,452.

1924—"Every Scout a Swimmer" campaign begun. First achievement badges awarded to physically handicapped Scouts. Third International Conference of Scout Leaders attended by representatives of 33 Scout associations. Second International Jamboree held at Copenhagen, Denmark. Third biennial Scout Executives' conference, held at Estes Park, Colo., adopted increased cooperation with the churches, with the home,



(L. to R.) Rich, Presbrey, Beard, Schiff, West, Olmsted at Kandersteg.
American Delegates to Sixth International Scout Conference at Kandersteg, Switzerland, 1931.

and Scout Leaders from the ranks. Membership during the year, Scouts and Scouters, 925,358. Net membership December 31, 696,420.

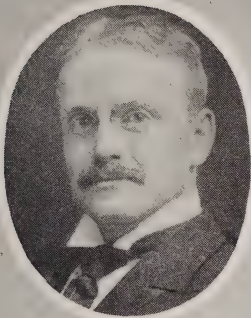
1925—On January 5, 1925, the Boy Scouts of America lost a true friend in the death of Sigmund Eisner, the official National Scout Outfitter. James J. Storrow, of Boston, elected President. First national training school for Executives. Silver Buffalo awards authorized for distinguished service to boyhood. Outstanding service rendered by Scouts in Illinois tornado, California earthquake, and Louisiana fire. Harmon Foundation awards. Delegation from Boy Scouts of America visited South America to further Scouting there. Membership during year, Scouts and Scouters, 1,006,586. Net membership December 31, 756,857.

1926—President James J. Storrow died in March. Milton A. McRae, Vice President, elected to fill his term. At annual meeting in May, Walter W. Head was elected President. Sir Robert Baden-Powell, Chief Scout of the

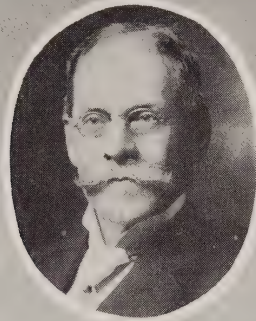
world, attended the annual meeting and made a trip throughout the country inspecting Scout centers. The award for distinguished service to boyhood, the Silver Buffalo, was first presented at this meeting. Twenty-two awards were made, the first to Sir Robert Baden-Powell, the second to the Unknown Scout, whose good turn brought Scouting to America. The Fourth International Scout Conference held at Kandersteg, Switzerland. Fourth biennial conference of Scout Executives held at Hot Springs, Ark. Executive Board authorized development of program for younger boys. Exceptional Scout service in Florida hurricane and Arkansas flood zone. Membership during year, Scouts and Scouters, 1,073,025. Net membership December 31, 811,268.

1927—Eagle Palms for Merit Badges added to the list of awards. Twelve new agricultural Merit Badges added, making a total of 89. First printing of the new "Handbook for Boys" in November. Service Library of publications for the field created. Two new manuals, the "How Book" and "Winter Camp Manual" issued. The class of Honorary Scout was authorized and 22 Honorary Scouts elected, among them Col. Charles A. Lindbergh. Eight Sea Scouts taken on the Borden-Field Museum Expedition to the Bering Sea. A fund of \$50,000 for younger-boy program secured and committee organized. Exceptional service rendered by Scouts in Mississippi and Vermont flood disasters and St. Louis tornado. Membership during year, Scouts and Scouters, 1,169,413. Net membership December 31, 814,481.

1928—First 52 Harmon Foundation awards were made in February 1928 on the basis of service in 1927. Three Scouts accompanied the Martin Johnson Expedition to Africa in June 1928. Fifth national training conference of Scout Executives at Cornell University in September. The findings of this conference furnished the basis of the 5-year program of the Boy Scouts of America. The Service Library, with 24 volumes, was issued. Vacation program for boys inaugurated. The eighteenth annual meeting was held on the Pacific



SETH SPRAGUE TERRY
1910—1913
Member Executive Board



CHARLES C. JACKSON
1912—1918
Member Committees on Camp-
ing, Nautical Scouting



ROBERT J. THORNE
1916—1919
Vice President
Member Executive Board



FREDERIC KERNOCHAN
1929—1937
Chairman Activities Committee
Member various other
Committees

Former Executive Board Members.

coast, International relationships strengthened by Hubert S. Martin, Director of the International Scout Bureau, in his participation at the Cornell conference. Four Scouts participated in the Lincoln Highway covered-wagon tour from coast to coast, and a Sea Scout accompanied Commander Byrd to the Antarctic. The Mark M. Jones report on the organization of the Boy Scouts of America was complete. Membership during year, Scouts and Scouters, 1,183,105. Net membership December 31, 819,791.

1929—President Hoover accepted the office of Honorary President, and Calvin Coolidge became Honorary Vice President. Adopted 5-year expansion program. This provided for a \$10,000,000 fund. World Jamboree held in August at Arrowe Park, England. Thirteen hundred Scouts and Scouters represented Boy Scouts of America. Jamboree attended by 50,000 Scouts representing 73 different lands. Followed by the Fifth International Scout Conference. Vacation program further developed by Councils providing a program of activities for boys who do not go to camp. The younger-boy program put into operation on experimental basis. Membership during year, Scouts and Scouters, 1,181,227. Net membership December 31, 842,540.



CHAPTER IX

The End of the Quarter Century

The close of the first quarter-century brings us to the half-way mark of the third decade.

The first ten years were marked by rapid and spontaneous growth, the second period was characterized by "extension" and the organization of Local Councils, but still recognizing the need for intensive development. The Movement had itself surveyed by outside specialists, more carefully registered all its leaders, worked out measures for effective Troop and Council operation and, thus prepared, had started into the third decade of intensive effort and planned progress.

In these years, the Movement had been growing in public esteem and was firmly established as a part of the youth training system of the Nation. More men than ever before (275,008), gave their time as leaders, as contrasted with the 6,275 leaders who were active in 1910-1911. The willingness of men to serve as leaders, is a very direct measure of the value they place upon the Movement. Their morale and enthusiasm were high, in spite of the difficulties of the hard times.

The Depression

Depressions lay heavy hands upon childhood and youth, so one of the responsibilities of the Scout Movement was to meet the depression with extra effort in youth's behalf.

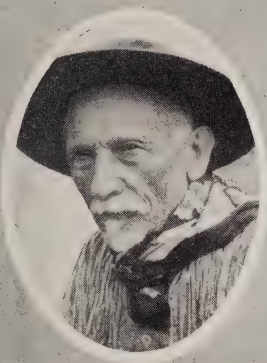
The years following 1929, no welfare organization is likely to forget. Notwithstanding the extraordinary record of the Boy Scouts of America throughout the great depression, the words, "cash income slowing up" were often heard during those sorrowful years. Nevertheless, the need of the boy, emphasized as it was by existing economic conditions, stimulated the men in Scouting to greater effort. Once again the temptation to go the easy way was resisted. The slogan at the Cornell Conference was "Growth Through Development," and every regional and staff conference had been of the opinion that we should work out a program for intensive development. This meant, as the Chief Scout Executive said at the time, "Placing emphasis upon those things which are fundamental if the aims and purposes of the Boy Scouts of America are to be achieved." He set forth further, what in his opinion we should emphasize, and the Board agreed with him, with the result that the statement quoted in Chapter XVII, was placed in the Constitution of the Movement.

The \$10,000,000 Fund

With these aims in mind, a five-year expansion plan had been advocated at the Cornell Conference in October 1928. The Executive Board adopted in April 1929, a plan for raising a fund of not less than \$10,000,000, which should include provision for a Retirement Plan, a National Training School, and some needed working capital as a revolving fund. The absolute necessity of a Training School was fully recognized, and some sort of fund to care for men who gave their lives to the work, had been often discussed. Unfortunately, the depression stopped the effort to secure this fund, although partial success had been achieved.

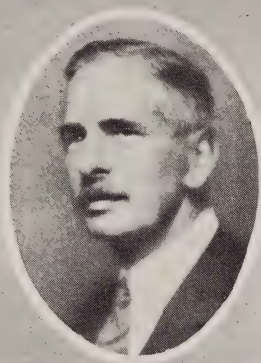
Local Councils Heroic

Local Councils had to cut their budgets. When the banks closed, some of them not to reopen, there were Councils which had all their funds thus frozen.



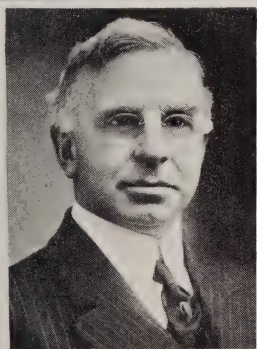
**DANIEL CARTER
BEARD**
1910—

National Commissioner, Chair-
man National Court of Honor,
Member Various Committees



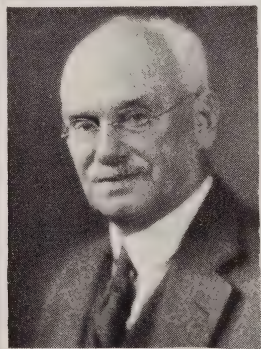
**JOHN SHERMAN
HOYT**
1910—

Vice President
National Council
Chairman Finance Committee,
Member Various Committees



**COLIN H.
LIVINGSTONE**
1910—

President National
Council (1910-1925)
Honorary Vice President
(1925—)
Member Various Committees



WILLIAM D. MURRAY
1910—

Chairman Editorial Board,
Chairman of Research Committee
on Cubbing and Senior Scouting,
Member of Various Committees

Present Executive Board Members.

One of the most dramatic and touching experiences came from Louisiana in the flood area. Crops had been under six feet of water for three weeks. Farm stock was drowned or marooned. As the waters subsided, the people held counsel—four things they would not give up—their homes they would rebuild, and their churches and schools and their Scouting they would try to carry on!

Local Executives carried on with fractional salaries and with no salaries. To get enough gasoline to service their District Centers and Troops, was a real problem for some. Many Local Councils have as yet no adequate realization of the quiet heroism of their own Executives and their families!

Larger Councils in many cases had to reduce their staffs—forced to drop two of the three men, but the one who remained carried on. Strange though it may seem, as professional staffs were cut, volunteers came forward to do more than they had done before. Many Scoutmasters were unemployed, and helped by giving more of their time to their Troops.

Scouting Expanded

But despite these handicaps of the economic life, Scouting continued to expand. The special and extra efforts were resulting in accomplishment. New opportunities for service were appearing. A vacation program for boys who did not go to camp, was inaugurated. The special boys' library, which had been developed, now included twenty-four volumes. There were at this time, a total of 447 Troops in 300 communities along railroad lines and serviced by special R.R. Executives, an unusual development of real importance. The long and careful thought and effort given to the colored boys by Bolton Smith and Stanley Harris had produced negro Troops in 63 communities in the South. Scouting continued to grow in membership through the depression—819,791 at the close of 1928; then 842,540; 864,341 and 889,550 for the next three years.

A record number of boys were taught to swim each year. Over 163 colleges conducted Scouting courses and more than 50,000 Scout Leaders took courses in the five-year training program. It was interesting to learn that 68% of one year's Rhodes Scholars were Scouts, the percentage being usually near that figure. In two years 127 Scoutmasters were awarded the Scoutmasters' Key.

At this stage of the Movement's history, occurred the recognition of the Chief Scout Executive's eighteen years of creative leadership with the boys of America, by two of our colleges; in 1928 Kalamazoo College made him a Doctor of Laws and the Springfield Y.M.C.A. College conferred upon him the degree of Master of Humanics, *pro merito*.

On the Executive Board

These same years gave us two younger men, who were valuable additions to the Executive Board, Marshall Field III, who became the efficient chairman of our Division of Operations, and Kenneth O'Brien, who felt compelled to leave us later, when he became a Justice of the New York Supreme Court.

During this period, two other men, both of whom have left their mark on Scouting, were taken from us by death, Dr. Jeremiah W. Jenks, the Chairman of the Commission on the Oath and Laws, and Mr. W. D. Boyce, who brought Scouting to America. Slightly later Milton A. McRae received the eternal summons also—he too had rendered great service.

The registration of all adult leaders became effective July 1, 1929, and this too helped, in part, to meet depression problems, national and local. (See Chapter XV)

Presidential Tradition

President Hoover became Honorary President soon after his inauguration in 1929 and throughout his administration proved himself an intelligent, willing Scouter. Ex-President Coolidge became Honorary Vice-

President. On many occasions President Hoover's understanding words inspired all who were giving themselves to efforts with the boyhood of the country.

The keen interest of the Presidents of the United States, so many times manifested, was evidenced again at this stage of our existence, President Hoover's help in launching the \$10,000,000 campaign and the part assigned to our Movement in the White House Conference on Child Health and Protection was evidence of this. Despite the pressure of depression, the 1930 White House Conference on Child Health and Protection was financed by private funds and 1929 and 1930 were spent in studying youth conditions in America. Some 1200 specialists participated.

Dr. West and the White House Conference

The appointment of Dr. James E. West, our Chief Scout Executive, by President Hoover to be Chairman of the Committee on Youth Outside the Home and School, with Dr. H. W. Hurt as Director of Research for the 14 Committees involved, was a recognition not only of Dr. West's especial qualifications for that office, but also of the international, interconfessional, and interdenominational character of the Boy Scouts of America.

Dr. Ray Lyman Wilbur, in announcing Dr. West's appointment said—on the occasion of the Washington Dinner Conference, March 10, 1930:

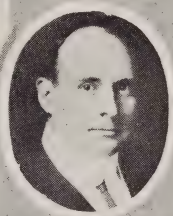
“We have recently organized what is known as the White House Conference on Child Health and Protection. One of our problems has been to try to see what we could do in the way of developing what we call ‘Character.’ We have sought for some one to whom we might turn over the problem of making a study of the possibilities in that direction in this country, and I am happy to announce tonight that we have provided for a committee to cover this particular field, and we have secured the best man in the country for that, Mr. West of the Boy



G. BARRETT RICH
1914—
Chairman Committee Badges
and Awards, Member Various
Committees



ALFRED W. DATER
1917—
Member Various
Committees



LEWIS GAWTRY
1919—
Treasurer (1935—)
Chairman Finance Committee,
Member Various Committees



JOHN M. PHILLIPS
1919—
Member Camping
Committee



WALTER W. HEAD
1919—
President National Council
Chairman Various Committees,
Member All Committees



**THEODORE
ROOSEVELT, JR.**
1919—
Vice President
Chairman Personnel, Health
and Safety, Member Various
Committees



JOHN H. FINLEY
1921—
Chairman Program, Education
Committees, Member Various
Committees

Present Executive Board Members.

Scouts. We expect him to do for us there, and for the whole American people, the same type of service that has made possible this great organization. Loyalty, such as he has shown to the Boy Scouts, if we can translate it into the whole community, will be of outstanding importance to us in this great Republic, and I want to thank those of you who have helped to develop him, for the chance that we have to use his services for our great effort to try to see what we can do for the youth of America."

The 25th Year

The twenty-fifth year, 1934, was a year of accomplishment, and of preparation for yet wider service to boys. The total membership went over the million mark; incoming mail of 1,010,720 pieces was handled, there was a marked advance in Cubbing, Sea Scouting, and Rural Scouting, 7,548 boys earned the Eagle Badge that year and 21 gold medals were awarded by the National Court of Honor to Scouts who saved lives at the risk of their own. 1,323,819 different persons were identified with the Boy Scouts of America that year, of which number 1,048,811 were boys—64,739 were in Cubbing—275,008 men were serving as volunteer leaders. The total membership on December 31, 1934, was 1,004,266. 455 men qualified for their Scoutmasters' Key.

The Information Bulletin summed up the quarter century by announcing that 6,425,511 since 1910, through Scouting in Patrols, and Troops, had enjoyed adventure, hiking, camping, swimming, woodcraft, handicraft, fellowship, health and safety, service to others.

Cooperation

More organizations than ever before, through cooperative relationships, were promoting the formation of Scouting and Cubbing units among their own people. These included most of the Churches as national or-

ganizations, Schools, Lodges, various Service Clubs, American Legion chapters, Granges, Settlements, Community Houses, and many other social groups. This had happened in a time when leaders in schools and churches had been developing their own extra-curricular and recreational plans. To date, Scouting has maintained its own definite place and service amid that growing emphasis. Organizationally and financially, nationally and locally, the Movement was in the best condition it had known in its twenty-five years.

Checking-Up

The forms and functions of administration and service have been critically gone over by outside specialists about once every five years, on an average, and improvements recommended and made. The membership and quota plans should give a measure of dependability to the income on which the national service must depend. Local Councils as well as the National, are receiving endowment gifts and legacies which also give added stability and permanency.

The second decade of the quarter-century stressed the organization of new Councils to "cover" the country. That was done and the last third of the period has been devoted to intensive development—the improvement of National and Local Council organizations, the study of factors causing success, research which has revealed the holding power of the various Councils, the advancement and service of their Scouts. To meet revealed needs, the whole training program has been expanded and enriched; at the middle of the twenty-five years, the Education Department consisted of one man. In 1934, it had four full-time national men working on training, with at least eight men in other Divisions giving part time in field service to helping effect better training.

The literature of the Movement was builded from the first half dozen pamphlets of 1910 to over 500 books and helps and technical works, with eight service magazines going out to serve special groups of men and boys.

The Mark Jones Report

Early in the year 1926, upon the recommendation of the Chief Scout Executive, the National Executive Board had authorized outside specialists, to make a thorough study of the plan and program of the National Organization, the methods of operation and the financial program as a basis for the development of such organization procedure, functional responsibilities and financial program, as might be found necessary to meet the service requirements of the field. Through the cooperative assistance of a friend of the Movement outside our organic constituency, who financed the study, Mr. Mark M. Jones and his staff were engaged to make this intensive study.

The report was received in March 1928, a book of 373 pages representing three years of study. Because of the feeling that all members of the Board should share in the responsibility for any decision that might be made as a result of the study, a Committee was appointed to report at a meeting in October. This Committee consisted of Walter W. Head, Chairman, Colin H. Livingstone, Mortimer L. Schiff, John Sherman Hoyt, Frank Presbrey, Lewis Gawtry and Theodore Roosevelt; associated with them were Dr. James E. West, Dr. George J. Fisher, Arthur A. Schuck of the Field Department and F. S. Pease, Comptroller, constituting the National Staff Committee.

Members of the Executive Board, as well as the special Committee, and others, studied this report during the Summer and Fall and reported at the November, 1928, meeting, making 39 recommendations, which were adopted by the Board.

There had been more or less anxiety as to what the outcome would be, for the investigation of the last detail of the Movement had been kindly, but cold-bloodedly impartial. It was with real rejoicing that the Board read the opening words of the Report:



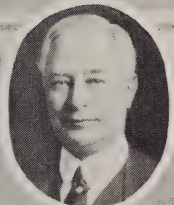
CHAS. L. SOMMERS
1922—
Member Operations, Business,
Supply, Rural, Foreign Rela-
tions Committees



ROBERT P. SNIFFEN
1922—
Chairman Supply Committee
Vice-Chairman Business Com-
mittee, Member Finance
Committee



MELL R. WILKINSON
1922—
Member Inter-Racial
Relationships Committees



BARRON COLLIER
1923—
Chairman Publicity, Vice-Chair-
man Health, Safety, Member
Various Committees



VICTOR F. RIDDER
1924—
Member Program, Personnel
Business, Relationships, Cath-
olic, Library, Boys' Life
Committees



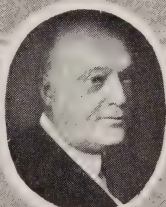
CHAS. E. COTTING
1926—
Vice-Chairman Operations,
Member Finance, Activities
Committees



JOHN P. WALLACE
1926—
Chairman Rural Committee
Member Operations
Committee



DANIEL A. TOBIN
1926—
Member Relationships
Committee



HOWARD F. GILLETTE
1927—
Chairman Sea Scout
Committee
Member Operations
Committee

Present Executive Board Members.

“Scouting, both in its present work and future principles, represents one of the most worth while and valuable social projects of modern times. Those who take part in its work in any way have the high privilege of rendering one of the greatest services to society that can be rendered in this day.”

As was said in the report—the Movement had rapidly passed from an era of pioneering and promotion, to one of intensive development, requiring a new emphasis and a national service based on scientific development.

Board Adopts Divisional Plan

At its annual meeting in May, 1929, the National Council unanimously confirmed the recommendations which brought to us our present form of organization. No change was to be made in the general plan and function of the National Council, but the Executive Board was to be enlarged to between 30 and 45. To facilitate the administration, there was to be an Executive Committee of the Executive Board, and a Sub-Committee of three of the Executive Committee. The greatest and most helpful recommendation was the Divisional Plan of Organization. This was imperatively demanded by the needs of the Field, if we were to provide adequate service and supervision to local units, which would increase the effectiveness of the National Council service to those responsible for those units. This Divisional Plan provided for grouping the nearly two dozen “Departments,” all of which hitherto had been directly responsible to the Chief Scout Executive, into four “Divisions” with an Executive Director for each Division. Each Division was to have a lay “Divisional Committee” of the Executive Board and the National Council.

The former “Departments” on January 1, 1931, became “Services” in the new “Divisions,” the four Directors of which constitute the Coordinating Committee, with the Chief Scout Executive as Chairman and the Deputy Chief Scout Executive as Vice-Chairman.

This Committee is an advisory and coordinating body,

to aid in formulating plans and counseling on problems of the Movement.

In the new plan, provision was made for an Assistant to the Chief Scout Executive, Mr. George W. Ehler, in relation to matters of standards, policies and statistics.

The Four Divisions

The Divisions at the close of 1935 included the following Services, some shifts having been made from earlier groupings:

Program Division—E. Urner Goodman, Director, Dr. John H. Finley, Chairman Divisional Committee. Editorial, Education, Reading Program, Public Relations, Relationships, Research and Program Development.

Operations Division—A. A. Schuck, Director, Marshall Field, III, Chairman, Divisional Committee. Activities, Camping, Engineering, Cubbing, Field Regions, Finance, Health and Safety, Inter-racial, Rural, Senior Scouting.

Personnel Division—H. F. Pote, Director, Col. Theodore Roosevelt, Chairman, Divisional Committee. Personnel, Registration, Welfare.

Business Division—E. W. Beckman, Director. George D. Porter was Director from 1931 to 1934, Walter W. Head, Chairman, Divisional Committee. Business Management of BOY'S LIFE, Office Management, Publications, Purchasing, Scout Supplies.

The Movement had grown in numbers from 61,495 Leaders and Scouts in 1911, to 1,323,819 men and boys during the year 1934. To recognize this forward Movement, President Hoover made awards to all Scout units, Councils, and Regions which would reach a certain standard for the year. Over 10,000 qualified for this award.

National Salary Cut—Balance Budget

Notwithstanding the almost universal necessity for economy, this changeful year closed with a balanced

budget, won, however, by a 10% and a 5% salary reduction. The figures also showed that the last month of that year was the best in our history up to that time, in registration, 54,000 having come in. At the meeting in January, 1933, the Executive Board voted to:

“extend a vote of thanks to the members of the whole office and field staff of the Boy Scouts of America for its splendid service during the year 1932 and the fine record achieved.”

Ten-Year Program

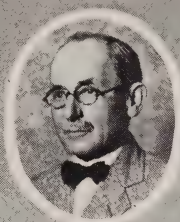
At the same time, conditions in the world with their manifest perils to youth, called for renewed efforts and more service. These considerations led the annual meeting in New York in 1932, as well as the National and Regional staffs at their conference, to undertake a most significant “Ten-Year Program” proposed by George W. Ehler. It was really a challenge for training youth to meet the need of America for true citizenship. The aim was to feed into the stream of our voting citizenship, a new crop of 21-year-olds each year, in which at least one out of every four new male citizens, would have had at least four years of Scout training as a preparation for his citizenship. Its pointed and stirring slogan was—“One of every four new male voters to be a four-year Scout-trained man.” To render this signal service to American life each year, would involve reaching 1,500,000 boys organized into 50,000 Troops, as well as training 130,000 Sea Scouts in addition to 500,000 Cubs. In its broad social meaning, this was one of the most significant tasks ever undertaken by the Movement. The sheer reach of this purpose helped many Councils to see beyond their financial handicaps—and to plan in terms of youth and America. This was the service goal which animates Scouting activities at the close of the first twenty-five years.

Scouts Progress

There was cause for satisfaction in the matters directly relating to Scouts—more advancement—more



CYRUS ADLER
1929—
Vice-Chairman, Relationships,
Member Various Committees



WILLIAM H. COWLES
1929—
Member Operations
Committee



STUART W. FRENCH
1929—
Vice President
Member Operations
Committee



MARSHALL FIELD
1929—
Chairman Operations
Committee
Member Finance Committee



FRANK G. HOOVER
1929—
Member Operations,
Business, Camping,
Personnel Committees



PHILIP L. REED
1929—
Member Operations,
Personnel, Business,
Sea Scout Committees



F. W. WOZENCRAFT
1929—
Member Operations, Business,
Supply, Badges and Awards
Committees

Present Executive Board Members.

First Class, Star, Life, and Eagle Scouts and also more indirect evidence that "Good Turns" were more widely practiced. The record of Patrol and Troop Community service showed marked progress.

In accordance with modern educational viewpoint, Scout leaders were placing upon the Scout, more and more responsibility for the whole activity as well as for his part in it. All year Scout camping and hiking and with the Troops doing these as a unit—such was the modern camping philosophy.

A few of the more detailed facts of this quarter century period are cited here.

Mortimer L. Schiff Passes

Perhaps no year in our history saw more changes than our twenty-second. Mortimer L. Schiff, to whom Scouting has been so deeply indebted, had come naturally into the presidency, but was not permitted to bring his devoted, intense and accurate knowledge to the office for more than a month, for on the 9th day of June he was suddenly called from us.

As the first order of business at its first meeting after Mr. Schiff's death, the Executive Board, by a standing vote, unanimously adopted a resolution which not only expressed the heartfelt feeling of the Board, but which describes Mr. Schiff. It was in the following words:

"In the death of Mortimer L. Schiff, their President, International Commissioner, and Chairman of the Divisional Committee of Operations, the Boy Scouts of America have sustained an overwhelming loss. He was a pioneer in the Movement, a charter member of the Executive Board, and an indefatigable worker in Scouting.

"Scouting was of all his interests the most paramount. He gave to the limit of his time, his strength, and his ability. He was wise in counsel, prompt in decision, careful in his study of Scouting problems.

"For many years he shaped the field policies of the Movement, devised the quota plan, made effective the extension program, so that Scouting was brought to the city and country boy alike. He was dynamic, creative, yet wise, conservative.

"He had a grasp of the world problems of Scouting and was our most distinguished representative abroad and was a force in the Council of the International Committee.

"He was broad in his relations, sympathetic and tolerant in his views. He was abundantly generous and his benefactions to Scouting stimulated and in many ways made possible the forward movement of Scouting at home and abroad.

"The members of the Executive Board of the Boy Scouts of America record their deep sorrow over the passing of a wise counselor, and close friend for many years and express to his bereaved family their deepest sympathy."

The Mortimer L. Schiff Scout Reservation

Mr. Schiff had long been interested in a National Training Center. Rich memories therefore cluster about the generous provision made by his mother, Mrs. Jacob Schiff for the beautiful memorial to her son—the beautiful memorial Scout Reservation at Mendham, N. J., on which is inscribed the substance of the resolution passed by the Executive Board, "He, being dead, yet speaketh." (See Chapter XVI.)

His son, John M. Schiff, was elected to the Executive Board. He had absorbed of his father's devotion to Scouting, which qualities prompted him to carry on in his father's place, as far as would be possible for anyone to fill the vacancy left by Mortimer L. Schiff.

Mr. Walter W. Head carried on as President for the balance of the year, and Mr. Presbrey became Vice-President. At the annual meeting in 1932, Mr. Head again was elected President. Mr. Hoyt had completed twenty-one years of active service as Chairman of the

Finance Committee, and Mr. Gawtry had taken his place. Two members had been added to the Executive Board, Messrs. Henry Bruere and Bruce Barton.

The Death of George D. Pratt

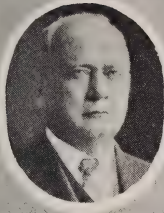
Just as we were entering upon our year of "Silver Jubilee," one who would have good reason to rejoice with us was taken from us. The resolution adopted by the Executive Board at its meeting in February 1935, so well describes George D. Pratt and his work for boys through the Boy Scouts of America, that we quote it here:

"In the death of George D. Pratt, Treasurer of the Boy Scouts of America since its beginning and Chairman of its Camping Service over the years, the Boy Scouts of America have met with a great loss. He was a pioneer in the Movement, a charter member of the Executive Board and unremitting in his work for Scouting.

"He was one of Scouting's most liberal contributors. He pioneered the field extension on the Pacific Coast, and gave vigorous leadership to the out-of-doors program of the Movement.

"He designed the Silver Buffalo, Scouting's highest award for distinguished service, an award which he himself received later for outstanding service to the youth of America. He designed and presented the statuette of the Silver Buffalo which was presented to the Prince of Wales, representing the British Boy Scouts Association, to hold in commemoration of the Unknown Scout, through whose 'Good Turn', Scouting was brought to America, and which is located in Gilwell Park in England, as an expression of the appreciation of American Scouts.

"Conservationist, lover of the out-of-doors, civic worker, lover of art and beauty, friend of youth, he gave himself wholeheartedly to many good works and to Scouting in particular.



L. W. BALDWIN
1930—
Member Operations
Committee



GEO. W. OLMSTED
1932—
Member Operations
Committee



PAUL W. SCHENCK
1932—
Member Operations
Inter-Racial Committees



GEORGE A. SMITH
1932—
Member Program, Relation-
ships, Senior Scouting
Committees



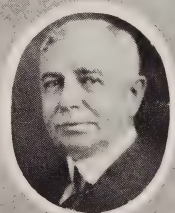
THOMAS J. WATSON
1932—
Member Business,
Supply Committees



E. K. FRETWELL
1933—
Chairman Education, Vice-
Chairman Program, Personnel,
Member Cubbing Committee



JOHN M. SCHIFF
1933—
Member Finance, Foreign,
Personnel, Relationships
Committees



EUGENE D. NIMS
1933—
Member
Business Committee

Present Executive Board Members.

"His life so modest, so self-effacing, so kind and loyal, was the embodiment of all the traits included in the Scout Laws.

"The members of the Executive Board of the Boy Scouts of America record their deep sorrow over the passing of a wise counselor and close friend for many years, and express to his bereaved family their deepest sympathy."

The National Jamboree

The celebration of our 25 years of Scouting was to culminate in a National Jamboree, at the nation's Capital, at the invitation of the President of the United States, in order to promote a new sense of National Brotherhood and stimulate friendship among Scouts and Scouters from all parts of the country and from the world. Great preparations had been made in building the great camp on the shores of the Potomac River.

Following a study of the Government Weather Bureau records, the dates had been set for the period from August 21 to 30. Each Troop in the country had been asked to select some Scout, chosen according to a local plan, in terms of "outstanding character qualifications and tested experience in camping and the other features of the Scout Program."

The giant camp of over ten thousand tents, was to house 31,416 Scouts and 2,856 Troop Officers. The Government had made available 300 acres along the Potomac, with 100 acres more of space for reviews and demonstrations.

It was a tremendous engineering job that Harvey A. Gordon, Director of Engineering, and his staff mastered. Five miles of water line had to be laid to feed in the million gallons of water needed daily at the thousand faucets and shower heads, and nearly four miles of sewage disposal lines were part of the sanitary provisions. It is quite an order to provide for 100,000 meals a day—it called for 250 tons of food each day of the ten days. Imagine one meal calling for 15,000 pounds of meat, 900 bushels of potatoes and 1,200 gallons of any



Partial View of Washington Camp as planned for the 1935 Jamboree.

one vegetable. Think of 30,000 quarts of milk per day!

A city of itself—with 30 post offices and with its own newspaper.

Of the reservations over 22,000 had paid their \$25 share of the whole cost, including meals and shelter—\$544,696 had been received. Many groups from far off parts of the world were enroute and arriving! But it was not to be. Infantile paralysis had appeared in the South and after serious consideration and consultation, after the camp was 95% completed, on August 8, just a few days before the great camp was to open, acting upon the advice of the Surgeon General of the United States Public Health Service, the President of the United States announced the necessity for the cancellation of the Jamboree. Extensive preparation had been made in many parts of the country in selecting Scouts to attend, a few had actually started, and the disappointment was keen. But the reaction came in real Scout fashion. Almost universally the decision was approved, Scouters everywhere recognizing that the welfare of the boy had been the controlling motive in the action taken. Fortunately, the Jamboree Committee of the Board had authorized insurance against any such closing or cancellation so that the insurance paid for the tremendous outlay for the camp—enabling each Scout and Scouter registered to get back his registration fee.

In spite of the cancellation, there came out of these preparations, a new sense of what Dr. Fisher has called the “spaciousness” of the Movement. It was a real stimulus to better Scouting and a renewed consciousness of the larger aims of the Movement.

Some High Points of the Third Decade

The summaries for these years record the continued growth in numbers and the parallel growth in stability. Both nationally and internationally the Movement has broadened and deepened. The following birds-eye-view covers the years 1930 to 1935.



CARY W. BOK
1934—
Member Operations, Business
Committees



WM. J. CAMPBELL
1934—
Member Program, Relation-
ships, Catholic, Senior Scout-
ing, Operations Committees



HARRY C. KNIGHT
1934—
Member Personnel, Business
Committees



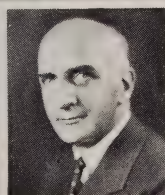
**BYRNES
MACDONALD**
1934—
Member Personnel, Relation
ships Committees



FRANK A. BEAN
1935—
Member Personnel
Committee



**AMORY
HOUGHTON**
1935—
Member
Operations Committee



E. W. PALMER
1936—
Chairman Inter-Racial,
Member Various Committees



W. C. MENNINGER
1935—
Member Program, Senior
Scouting, Health and Safety
Committees



REG. H. PARSONS
1935—
Member Rural, Operations,
Personnel Committees

Present Executive Board Members.

1930—President Hoover launched forward movement and development program at dinner commemorating twentieth anniversary of the Boy Scouts of America held at Washington, D. C., March 10 and attended by Cabinet officers. President Hoover appealed to the Nation on behalf of the Boy Scouts of America and formally inaugurated a campaign for the \$10,000,000 development fund. Cub Program formally launched; about 5,000 Cubs at end of 1930. Scouts participated in Oregon Trail Memorial Centennial. Paul A. Siple, the Scout who accompanied Admiral Byrd to the Antarctic, returned. Chief Scout Executive served as chairman of the Committee on Youth Outside the Home and School, of President Hoover's White House Conference on Child Health and Protection. Notwithstanding the general business depression, new records were made in program activities and in membership. A record number of boys, 23,273, were taught to swim at Boy Scout camps. An increase of about 5 per cent in Scout campers was reported, so that nearly 400,000 boys had camp experience during the year. There was an increase of 50 per cent in registered Sea Scouts. Scout circuses, Merit Badge exhibits, expositions, rallies, and other gatherings increased in like number and scope. Over 163 colleges conducted Scouting courses and more than 50,000 Scout Leaders took a course in the 5-year training program. Membership during the year, 1,247,493 Scouts and Scouters. Net membership, December 31, 864,341 Scouts and Scouters.

1931—In spite of the economic crisis and business depression, the Boy Scouts of America held its own. Indeed, for the first time in its history the registration figures passed the 900,000 mark. At the twenty-first annual meeting held in Memphis, Tenn., Mortimer L. Schiff was elected President. Within a month of his election Scout organizations throughout the world were shocked by his untimely death. Walter W. Head was elected by the Executive Board to fill the unexpired term of Mr. Schiff. The divisional plan of organization was put into operation and proved a great factor in



Clearwater, Florida Sea Scout Ship.

promoting help to the field. The Sixth International Conference was held near Vienna. Boy Scouts rendered outstanding service in relief work, cooperating on a Nation-wide scale in setting up a record that has only been exceeded by their service during the war period. An increase of 40 per cent in Sea Scout membership was reported. More Boy Scouts went to camp than ever before and there was marked emphasis on Troop camping. The Cubbing Program for younger boys as indicated by the substantial growth and the Cub packs in operation proved practicable and sound.

Net membership December 31, 878,358. Total Scouts and Scouters, Cubs, and Cubbers, 1910-32; Scouts and Cubs, 4,583,873; Scouters and Cubbers, 1,077,832; grand total, 5,670,786.

1932—At the twenty-second annual meeting the National Council adopted the Ten-Year Program of growth, a plan to enroll one of every four 12-year-old boys and keep them in Scouting for 4 years. To stimulate this, President Hoover made awards to Scout units, Councils, and Regions reaching a certain standard for the year. Mrs. Jacob H. Schiff presented the Mortimer L. Schiff Memorial Scout Reservation in memory of her son, the former President. Scouting continued outstanding work in emergency relief. The magazine BOYS' LIFE was reduced in price to 10 cents a copy with a view to making it available to more boys, and its scope was extended to include more Scouting material. There was a big development in Troop camping under Council-trained leadership. Sea Scouting increased 42 per cent. Other outstanding developments include an increase in Rural Scouting and Interracial Scouting and the further development of the Cub Program. Membership during year Scouting and Cubbing, 1,260,504, net membership December 31, 1932, 878,461. Grand total since 1910, 6,021,532 (includes some duplicates).

1933—Outstanding events for the year 1933 include progress in the Ten-Year Program; the cooperation of President Roosevelt which greatly stimulated Troops

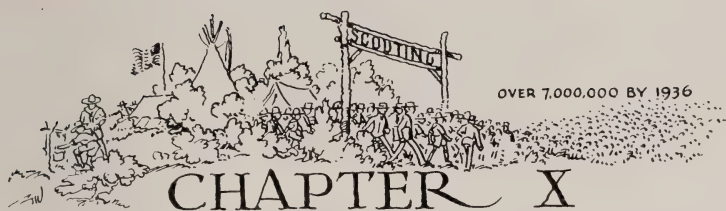
and Councils in their efforts to meet the standards and qualify for the President Roosevelt Award, the authorization of a Senior Program for older boys, the formal dedication and opening of the Mortimer L. Schiff Scout Reservation, the Fourth World Jamboree which was held at Godollo, Hungary and in which 21,000 Scouts from 46 lands with an American contingent of 406 Scouts and Leaders participated; the camping record which indicated that 427,900 boys had Scout camp experience, an increased emphasis on Troop camping under their own leadership and greater number of short term camps on a year-around basis, as well as a wider scope of camping experience; progress in Sea Scouting; the increase in Cubbing; the development of the Rural Scout Program; the organization of the National Activities Service; the cooperation with Government agencies, including help given to the Civilian Conservation Camps and to the N. R. A.; the progress in better appearance; the growth through interracial activities; the splendid health and safety record. Membership during year Scouting and Cubbing, 1,268,441, net membership December 31, 1933, 904,240. Grand total since 1910, 6,389,551 (includes some duplicates).

1934—The year 1934 was a year of preparation for the Silver Anniversary of Scouting. For the first time the membership passed the million mark, and there was a great improvement in tenure. In response to the request of President Roosevelt in a radio address delivered February 10, Boy Scouts performed a national good turn, collecting clothing, household furnishings, foodstuffs, and supplies for the distressed and needy. The President announced a National Jamboree to be held in Washington in 1935. A splendid program of cooperation was developed with the Catholic church. BOYS' LIFE attained a wider circulation than ever before. There were marked advances in Cubbing, Sea Scouting, and Rural Scouting, as well as in interracial work. The camping record showed the greatest number of campers, and a marked increase in Troop camping. Special emphasis was placed on the Health Pro-

gram. Membership during the year, Scouting and Cubbing, 1,004,266 (includes some duplicates). Grand total since 1910, 6,530,330.

1935—On February 8 the entire Scout membership celebrated the Silver Jubilee of Scouting—their twenty-fifth anniversary. President Roosevelt, Honorary President of the Boy Scouts of America; Mr. Walter W. Head, President; and James E. West, Chief Scout Executive, addressed the public in a coast-to-coast broadcast.

Throughout the year the following program features were observed as part of the twenty-fifth anniversary celebration: BOYS' LIFE anniversary in March; ceremonies incident to the publication of the five-millionth copy of the Handbook for Boys in April; the Silver Anniversary meeting of the National Council in May; Dan Beard pilgrimage in June; Theodore Roosevelt pilgrimage in October; Christmas holiday camps. The first National Jamboree at the invitation of President Roosevelt was scheduled to be held in Washington, D. C., August 21 to 30. Owing to an infantile paralysis epidemic, it was necessary to cancel this Jamboree, but the splendid effect upon Troop and Patrol programs will last for many years. The camp program was greatly stimulated, especially on the Troop basis; the Senior Program was formally authorized by the Executive Board; the Cubbing Program for younger boys had a gain of 30.9 per cent. Membership during the year, Scouting and Cubbing, 1,435,139; membership December 31, 1935, 1,066,458; grand total since 1910, 6,945,160.



Some Scouting Outcomes

What may the historian properly record as to the outcomes of the Scout Movement in its first 25 years?

The preceding chapters record many results and point to numerous social values that have accrued. To summarize a few of the more objective of these, seems not only possible but desirable, especially because the general public and the using institutions have extended, so generally, their very practical approval of growing support and widened use.

Organizational Achievements

As an organization, the Scout Movement has effected and maintained its own unity, absorbing numerous efforts which sought to parallel it; it has secured and operates under a Federal Charter; it has built a national identity based on a democratic majority representation of local units; it has made continuous and impressive growth in numbers; it has developed reasonably stable financing; it has set safeguards on the quality of its growing man-power and paralleled it with training; its literature has multiplied and widened; its Home Office Staff has been builded around special Services they render local units; its administrative and field staffs have grown in numbers, have been carefully selected and trained, and their work has met modern

tests of efficiency through frequent surveys by outside experts; its administrative policies, as set forth in its By-Laws and in its literature, fix the boy as their first concern.

It has had unity of purpose and continuity of effort in the aggressive but balanced program of administration which from 1911 has gone steadily forward under the same leadership—a dynamic and far-visioned genius and natural leader as the Chief Scout Executive, responsible across these years to a distinguished and devoted Executive Board. The debt of the Movement to this leadership is of record in every chapter.

An excerpt from a letter to Dr. West by Lord Baden-Powell, Chief Scout of the World, from Pax Hill, Bentley, Hampshire, reads as follows:

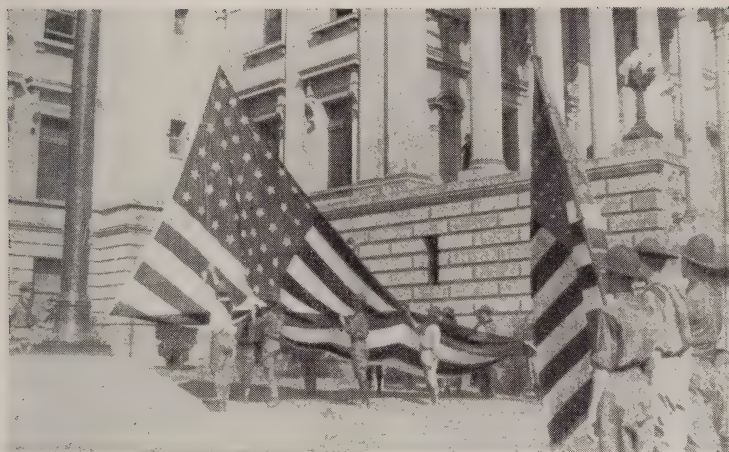
“I can fully sympathize with your anxiety to keep on keeping on—but in any case you have the big satisfaction of knowing that you have built up this most successful and widespread organization, from its earliest beginnings, mainly by your own simple effort, and have got it established firmly on solid foundations for its future work, and in good hands. The good that you have been the means of doing thereby to young America, is incalculable.”

Viewed across its first twenty-five years of rather remarkable growth in this country, what have been the outcomes of the work of this organization?

- I—What has been the return to the Nation as a whole?
- II—What values have been released in Local Council areas and communities?
- III—What advantages have accrued to sponsoring institutions?
- IV—What compensations have come to men as leaders?
- V—What benefits have come to the Scout?

In recording these results, let us take each of these important questions in order:

SOME SCOUTING OUTCOMES



Jackson, Mississippi Scouts Raise "The Flag".

I—What Has Been the Return to the Nation as a Whole?

Scouting has created for the Nation, a National Organization—privately financed, non-partisan, non-sectarian, non-political, non-commercial—ready and “prepared” to render nation-wide service in the public interest, on the call of the President of the United States, as in the “World War” and in the “World Depression”. Its boys are “prepared” in the problems of meeting emergencies and they are subject to local calls across the Nation. Tests have shown that they can be mobilized locally, in groups totalling hundreds of thousands, in surprisingly few half hours, depending on the time of day.

The Scout Movement has provided a nation-wide organization to do its part in dealing with nation-wide needs of youth—such as Negro, American Indian, Mexican and numerous other special foreign language groups now being served such as rural youth of whom some 300,000 are reached, “less-chance” boys who are one-fourth of the total membership, and boys of various isolated racial groups.

Another very distinctive national contribution, not alone to our Scouts but to all our youth and to the Scouting Program itself as conducted in other lands was the Reading Program of the Movement. Every nation using the Scouting idea has its Handbook for Scouts. In twenty-five years our Handbook exceeded a circulation of five million. The five millionth copy was presented to President F. D. Roosevelt on April 13, 1935. It has been estimated that at least five boys got access to each book!

In twenty-five years, 41,080,000 copies of the "BOYS' LIFE" Magazine have been distributed and it is estimated each copy has been read by at least five persons. In twenty-two years the "Every Boy's Library" of some twenty-five titles of reprint youth classics, has totalled over 2,000,000 circulation. The "Boy Scout Year Book" in twenty years has aggregated 200,000 copies. The celebrated Tom Slade books of Percy K. Fitzhugh were developed to counter the "Tom Swift" books. With eighty titles they reached a total of 4,000,000 sold by the publishers.

Over 52,000,000 copies of these five publications were distributed in the effort to provide clean, stirring reading for youth and, next to persons, reading has been called the greatest influencer of youth!

In similar fashion, Scouting during 25 years has also given to some six million boys, useful training in outdoor and handicraft skills, in nature lore, in health and safety, in life-saving technique—supplementing the books and indoor courses of their schools. It has sought and tended to "even up" opportunities of this sort, as between various sections of the country, through the work of its staff of field representatives. In the twelve Regions, the National Council, in recent years, has spent two to three times as much money on field service, as was contributed by the quotas from the Regions.

In this same way, a nation-wide service has been rendered in developing and bringing to each local community an established program and nation-wide back-

ground of youth experience with National Council backing, ready to apply to their own local needs.

This program aims at character through idealized relations and trains for citizenship through service. Half of the young men now in high schools, and three-eighths of the young men now in colleges, have experienced this Scout Program. In the positions of leadership in these schools, the percentages held by Scouts mount to the nineties, according to a recent Columbia University study.

Recognizing our citizenship need, the Scout Movement has undertaken a Ten-Year Program of increased citizenship training, which, by 1942, will feed into the annual stream of new 21-year-old male citizens, not fewer than one in four who has had not less than 4 years of Scout training and experience. By 1935, some communities had already exceeded the goal. This is a deliberate and budgeted service to the Nation.

Certainly the evidence is clear that the Scout Movement has profoundly stimulated the nation-wide public interest in youth and youth problems. It would have been impossible to have attracted, enrolled and trained over a third of a million men and over a million boys each year—out of every part of the United States without making those communities, their institutions, their community chests, their newspapers, and their homes, more boy-minded.

One significant measure of that public interest is the news space used in the daily press.

The newspaper clipping bureau which serves the Scout Movement has fifteen branch offices in the U. S., and reports:

“Our records show that more clippings are sent to the Boy Scouts of America than to any other single account we have ever served and that practically every newspaper produces one or more clippings on the Boy Scouts.”

This averages 600 news clippings a day (about 1/10 of the total published) averaging 8 inches of 9 lines each, totalling over 259,200 words daily. This is equiva-

lent in volume to four average novels, or four and one-half tabloids, or one and one-half papers the size of the "New York Times"—each day!

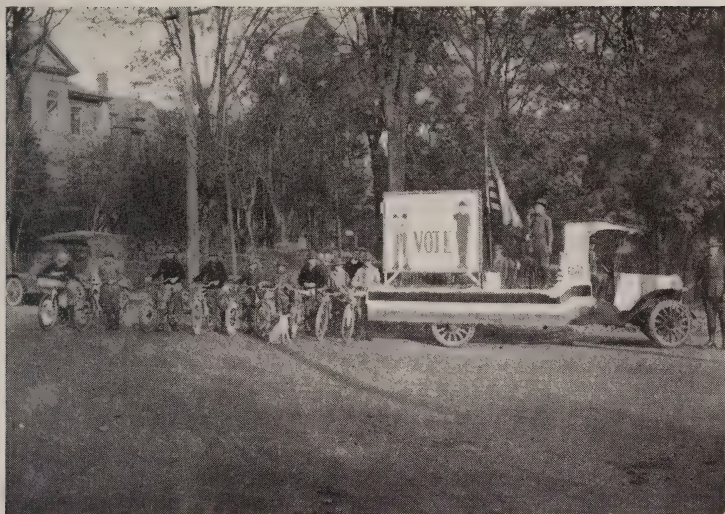
The growing influence of Scouting as a national force, in the areas of interracial, intercreedal and interclass good-will, has been recorded in other chapters. It has proven to be a profound unifying factor, drawing these otherwise diverse interests into a co-operative unity, both nationally and locally, as regards their youth. It is one of the few nation-wide agencies which tends to "pull us together" as Americans.

The great Church bodies—Catholic, Jewish, Mormon, and Protestant have definitely labelled it a "providential" means to aid them make their own church programs more youth-centered. The cooperation of these great bodies, as just suggested, has been one outstanding result of the past 25 years.

The Movement has been a definite force for combining patriotism and love of country, at the same time with friendliness for other lands and other peoples. It has exerted great influence in the areas of international friendship and good-will, constantly furthered by Jamborees and visits and correspondence among the various countries. In the summer of 1935 alone, hundreds of Scouts and Scouters from foreign lands made friendly visits here.

Scouting has made a national contribution to educational philosophy, so Dean James E. Russell of Teachers College, Columbia University, has written—through its simple but significant plan of "learning by doing".

In addition to these more general national returns to the country, the Movement operates in and serves local communities on a nation-wide scale, so that all our larger cities and places above 5,000 now have units of Scouts, almost all above 2,500 population, as well as the majority of the down-to-1,000 places. A nation-wide effort has been initiated to "cover" the rural territory more fully.



Scouts Help "Get Out the Vote".

II—What Values Have Been Released in Local Council Areas and Communities?

The Scout Movement, in bringing to the local community for use the program and opportunities above-mentioned, has done so through a local instrumentality called a Local Council, which is a cross-section of the various constructive interests of each community.

A number of results has flowed from this. It provided in the community a definite, articulate body interested in and chartered to deal with youth problems and interests. In many communities, this marked almost the beginning of *community cooperation* for common ends. These various religious and educational and social groups and interests have been drawn together because of youth, about whom they had a common concern. One interesting commentary on this is that 78 local communities in 1934 had received permanent trust funds to make their local Scout work more secure, which number had grown to 99 in 1935.

As a result of this Local Council activity, the area involved, its institutions, its homes, its public, and its men *have been made more aware of local boy needs*, as already cited under the national results and this has been attended by wide news comment.

Thousands of letters from parents testify to the help that Scouting has rendered the homes. Its aims and ideals closely parallel those of the home. Its "Good Turns", handicraft, first-aid and safety are practiced around the house. Father-and-son relationships are furthered. Troops have "parents' nights". The whole Cubbing Program is definitely home-centered. Literature especially for parents has brought to them new light on youth problems, while over 30,000 Scoutmasters and 2,000 Cubmasters have been urged to cooperate closely with the home.

There is abundant testimony that the local Scouting has been a very real help to the local Community Chests, according to Allen Burns, National Community Chest Executive. In 1934 there were 291 of our 544 Councils which were identified with these Community Chests, while in 1935 there were 310. Scouting has a popular and dramatic appeal and has helped the whole work of the Chest, from that angle, very materially. Of course, the Troops have assisted in most of these communities, in the literature distribution and similar services.

A local Scouting organization has provided for the local situation, a group of men which constituted a force which increasingly has taken the youth problems out of the merely negative phase of providing something for boys to do and thus keeping many of them out of delinquency. Of course, this has been a significant service.

This is important—but the positive side is even more so, as the quotations from Dean Russell point out, as it has provided for opportunities for expression, chances for leadership and cooperation in service to others, and has encouraged "inside" motives and ambitions.

Of particular local importance has been the existence of a local body of youth, trained and "prepared" to cope with emergencies of flood or fire or storm—a group quite familiar with how to live in the open, as frequently has been necessary in such crisis—a group which has been trained in how to care for and feed others, handle first-aid, life-saving or public health provisions. The records of such service have mounted into thousands of cases, of which the 2,066 Life Saving awards (Dec. 31, 1936) of the National Court of Honor are the most dramatic.

In the local situation, Scouting has made available its body of youth and their leaders for numerous "civic Good Turns", helping the city or area itself and also helping other agencies. The Red Cross has quite regularly called upon the Scouts to distribute their literature. The Chamber of Commerce has called Scouts to serve as aides, ushers, to meet trains for conventions or home-comings, and so on. The advantages have been mutual and obvious.

This civic service has made youth aware of their own citizenship, through serving the common weal in ways within the reach of youth.

One of the ideas back of the wearing of the Scout Uniform was thus to advise the public that here was a young man ready to render many kinds of service.

The men of the community have multiplied ways in which Scouts might participate and help in community affairs.

A further result of this has been that the men of the town and the boys are brought together in cooperative relations, which, as experience has shown, generally has tended to upgrade both groups. The Local Council annual meetings particularly have reflected this note.

The development of the Area Council, in which a whole country, or several counties of farm area adjacent to a city, were made into a Scout Council—has introduced a new note in town-farm interrelations. As city and farm men have cooperated on these Councils and on district committees, old suspicions have fre-



Scouts and Gov. Winant of New Hampshire Plant a Mt. Vernon Walnut Seedling.

quently melted and given way to better understandings as they forgot themselves in thinking about and working together for their boys—so John P. Wallace, Chairman of the National Rural Scout Committee, has reported.

Within the local community, the Scout Program has been used by various local institutions, under their own leadership and for their own boys.

III—What Advantages Have Accrued to Sponsoring Institutions?

Sponsoring institutions are especially subject to the law that to “get” one must “give”. Giving their boys the Scouting opportunities, has brought many reflex advantages to these institutions. It has enabled them to add to their other major aims and programs, a program of youth-centered character and citizenship activities, under the general auspices and atmosphere of the institution. This has tended to strengthen the loyalties of the youth toward the institution. The Scouting loyalty has strengthened the loyalty to the institution, because

Scouting was willing to lose itself in the institution, as a part of the institution.

Also, Scouting provided "something to do," for the laymen who were of the institution or tributary to it. It gave to men of action a chance to make themselves "felt". It trained these laymen in youth technique, and, by giving them responsibilities, made them more a part of the active program of the institution.

The new "Group" sequence of long-span Scouting programs—with easy transitions from one up to the next—Cubbing from 9-12; then Troop Scouting from 12 to 15 or older; then Sea Scouting or Explorer Scouting from 15 to 18; and on to Rovering from 18 on. This sequence of programs has enabled an institution to have leisure-time offerings for its youth from 9 to 21 years and beyond, through a graded series of program activities, all of which were animated by a common ideal of sturdy character and helpful citizenship.

Such were the advantages which prompted Mormon, Catholic, Jewish and Protestant Church authorities to urge their local churches to use Scouting. Over half of our 33,707 Scout Troops and 3,046 Cub Packs in 1936 were in churches, where Scouting aims and Church ideals helpfully reinforced each other.

Schools, granges, service clubs, lodges, and other groupings of citizens have found similar values in their use of the program as attested by the following record of the distribution of 33,707 Troops during 1936. Practically one-half were identified with church parishes and congregations. In addition, 7,279 were in some 18 various kinds of clubs—4,938 were community Troops—4,471 were in various kinds of schools—652 were in Fraternal orders—378 were in various industrial and commercial organizations.

IV—*What Compensations Have Come to Men as Leaders?*

Quite in addition to what he may do for them, a leader of boys is in line to receive benefits of his own. Visit

a dozen Scout Troops, in meeting, or in camp, on the hike, or on "service", and the fact of friendship for the leader becomes very evident. Several 25-year Troops recently studied, had total membership rolls of 500 to 1,000 young men. Certainly the most conservative statement about a Scoutmaster's friendship with these youth would mark it as a life experience of great significance and value. The testimony of thousands of Scoutmasters has cited these friendships as among their most treasured possessions.

The leader's own spirit of youth has been warmed and prolonged by the warm enthusiasms of the young men with whom he has dealt. Doing "their things" with them, has kept the leader in the rapid stream of youth affairs, interests and endeavor.

The leader's own skill in dealing with people has gotten in a fair way to grow, as he has worked and interacted with his boys and their parents. This skill represents a value which may be reflected in the leader's own business relationships. The leader is given training courses in these things and in the whole range of Scouting skills, so that a wider human understanding has been very likely to result. All these things have tended to push back the horizons of his own knowledge, as he helped youth to do the same.

The leader's own health has tended not only to become a matter of conscious concern as he dealt with such matters for his Scouts, but the whole outdoor life and contact with nature has offered him the same values it offered his boys.

Attend an annual dinner given the Scoutmasters of a Council by the Local Executive Board or some other friends of Scouting, and you will observe Scoutmasters coming into very desirable contact with outstanding men in the community—men whom they might not have met in the ordinary run of affairs. These widened acquaintances may be of great importance to the Scoutmaster. They have been usually valuable and valued.

Perhaps the most significant area of reflex value, so say many Scoutmasters, has been in the area of their

own ideals and outlook on life. They have reported a very sobering influence on themselves, in trying to lead a group of boys into a "more abundant life". Leaders have testified to the steadying and upgrading pull this has exerted upon them. While it has not lent itself to statistical measurement, its reality has been easily established by observation, quite independent of the testimony of the men themselves, and it has seemed that the more the men put into their leadership, the more they got back.

V—*What Benefits Have Come to the Scouts?*

In the fiscal twenty-five years, some six million young men became Scouts. What benefits came to them as a result of their active experience as Scouts?

There are five major areas in which the Scout Program has provided attractive experiences through which values have been brought both to the Troop and to the individual Scout. The hundreds of activities, engaged in by Scouts, have been in reality orderly parts of these five main program areas.

The underlying method has been to produce, incident to the game of Scouting, natural life situations which involved action and opportunities for "learning by doing".

The Scout was given chances to "work at" certain desired outcomes under conditions of favoring atmosphere, where he might find fun in doing these things, and in doing them voluntarily.

These areas were:

- 1) *The Promotion of Health*
- 2) *The Learning of Skills and the Exploring of Vocations*
- 3) *The Stimulation of Education and Progress*
- 4) *The Building of a Stalwart Character*
- 5) *Action as a Participating Citizen*

It is of interest to compare these with the list of seven principles formulated, nearly a decade later, in 1918, by

SOME SCOUTING OUTCOMES



Scouts "learning how" at Schiff Reservation.

the National Education Association Commission on the Reorganization of Secondary Education. Their seven cardinal principles were: Health, Vocational Training, Social Cooperation, Worthy Use of Leisure, Worthy Home Membership, Ethical Character, and Command of Fundamental Processes.

Herein has been one of the valuable contributions of the Scout Movement, that with entirely different activities and approach and locale, from those of home, church and school—it has paralleled and reinforced their major purposes for their boys.

While it is true that, due to different leadership, "what was offered" varied in different Troops somewhat—yet here actually there were the same National Requirements, the same Handbook, the same standards of the Court of Honor and the same "up-pulling" influence of "standard" leader training—all tending toward an "offering", which has enabled a Scout to move to a distant point and have less trouble going on in another

Troop, than often was the case in his new school, where texts and requirements varied.

There undoubtedly has been considerable variation in the extent to which a dozen boys have benefitted even within the same Troop. Their interests and abilities have varied, as did their home backgrounds and heredity; their needs differed; even their capacity to benefit and their earnestness were not uniform.

But operating to offset these variations, have been powerful influences of group opinion, group tradition, group approval—all operating under a common standard. If the Troop was helping with some job, it allowed few shirkers; it enforced a very substantial degree of conformity.

Also there was the potent pull of association with picked leaders and choice youth. These exerted a social pressure at the gang age preceding puberty, when boys are especially sensitive to group viewpoint!

So that, as we list the available training and responsible experiences to be had, we are conscious of considerable internal pressure toward universality, for the program of the Troop within the Troop.

What benefits have come to Scouts in the zone of

1) *The Promotion of Health*

The Scout Movement has brought to the Scout certain very definite health values. The literature for the Scout and for the training of the leader has stressed the importance of health and was deliberately focussed on stirring the Scout to a sense of his personal responsibility—indeed this was and is one of the big items in the boys' own "Scout Oath" and is symbolized to him in the "Scout Sign".

Going beyond talking about health, the Movement has introduced positive health activities. Health check-ups are required for every Scout by a number of Councils. They are required for every Cub by all Councils.

Admission to camp, to Sea Scouting, to Jamborees and special mass events, all involve a health check-up, and

these health requirements are significant in terms of his interests because they are a gateway to something he wants to do. This has contributed to making him health-conscious.

The outdoor life in particular has brought to the Scout health values important in the development of the race, but lost to increasing thousands, because of our having so much of the indoor and sedentary in modern life. Fresh air with vigorous action which calls for deep breathing; the balanced exercise which walking and hiking give; the sunshine with its germicidal action, its cell stimulation, its ultra-violet light storing Vitamin D; the rest to the eyes in the outdoor "greens" and distances and "large seeing"; the vigorous appetites; the restful sleep after such action—these are benefits which Scouting has opened to increasing hundreds of thousands each year. President Theodore Roosevelt, as a young man, built his puny body into a strong one by this very formula, and in adult life frequently referred to these values which Scouting made available to its boys.

Not only have these outdoor benefits been made accessible, but instruction has been given in the techniques of outdoor self-protection—in what to wear, how to cook, the elements of a balanced diet, sleep and rest. Indeed the million Scouts who were enrolled during the closing year of the quarter century 1934, had "passed" over two and a quarter million "tests" which involved these items. In addition, in that same membership there were 51,947 young men, who that year had received special Merit Badge Awards for proficiency in "Personal Health" and "Public Health", and over 200,000 others who had previously been so recognized. In the year, 1936, there were 160,292 Merit Badges issued for proficiency in subjects bearing directly on health. Over 450,000 Scouts who were in camp during that year, experienced such training under controlled and planned conditions of diet, shelter, rest, and regularity.

The incidence of illness in these camps has been practically negligible—indeed as the Surgeon General of the United States remarked at the cancellation of the National Scout Jamboree in 1935, due to infantile paralysis in Virginia, that there probably was no body of 30,000 better able to take proper care of themselves under those conditions.

The mental health benefits afforded by Scouting have been no less important and include:

- Natural active associations;
- Chance for everybody to have a part;
- Nerve-toning outdoor pleasures;
- Relatively restful quiet of nature;
- Life-enriching friendships;
- Chances to succeed at something;
- Progress through recognized achievement.

As physical activity is a measure of physical health as well as a creator of it—so normal, helpful interaction with others reveals and helps create a state of good social adjustment. While direct measures or statistics have been lacking on mental health among Scouts and non-Scouts, yet observation over a period of years warrants the statement that the benefits are large. The kind of friendships we have observed among boys, and between boys and their leaders is the soil in which mental health thrives.

2) *The Learning of Skills and the Exploring of Vocations.*

The organization of modern life increasingly has become such that youth are deprived of the many educational values that came from the numerous skills practiced in and about the old-time home. A very substantial share of the stream of work of most schools has backed up into verbal areas—talking about things. The Scout emphasis on skills, the “ability to do for one’s self and others” was cited by Dean James E. Russell, nearly 20 years ago as a distinctive contribution to educational method.



Older Scouts on a Skiing Hike.

The Scout Program has brought to the Scout a whole series of skills to be mastered. Following closely in the wake of health, the Movement has given Scouts training in safety—safety through skill—safety through knowing how to do the thing in question.

Skills in first-aid, including artificial respiration and life-saving, have been carefully taught. In 1936 over 500,000 active Scouts had passed official tests in these skills. Thousands of lives have been saved by Scouts who "knew how". The National Court of Honor has awarded a special medal and certificate for those who have saved life at great risk of their own. In our first 25 years, there were 1,984 of these awards for supremely heroic rescues.

These safety and life skills are part of a systematic instruction which has been given to all Scouts, in how to deal with emergencies and crowds and accidents. This instruction has had particular character significance, as it involved learning skills which should benefit other people. Skill in swimming has come to be expected of Scouts, and the "Every Scout a Swimmer" campaign has neared that goal each year, by training the non-swimmers in the 300,000 new Scouts, who, in recent years, have come in yearly.

The outdoor life itself involved a series of skills such as making and carrying a pack, skill in hiking, cooking, pitching a tent, how to fold the blankets, use of the sleeping bag, and being generally comfortable—the Scouts have learned and practiced and used them, and under the Patrol System have taught them to their "buddies".

The range of handcraft skills covered is impressive. Every registered Scout has learned to tie useful knots and make rope work. The use of knife and hatchet have been met by all Second Class Scouts. The 101 Merit Badges involve special skills in almost every case—one-fourth of them are in areas of handicraft, a third deal with skill in farm projects, the others like public speaking or rowing, involve more general or other types of skills.

In 1934 there were 499,738 of these awards given to Scouts for meeting carefully fixed standards of proficiency—quite an array of skill outcomes!

These hobby skills, in these 101 different subjects, have been so handled that they afforded admirable pre-vocational explorations. Also, there has been a carefully selected adult “counselor” in each subject, whose job it was to aid the Scout in his exploration of this particular subject or skill and to abet the Scout in thinking over its vocational aspects.

For some lads, these skills and interests remained as hobbies—while, for some, they led directly toward a life work. A good example of the latter is the Elizabeth, New Jersey, youngster, who was taken—somewhat under protest—to a Scout meeting by a Scout friend. There he met “electricity” in some Troop device. He joined the Troop, got all the electricity help he could, and a few years later his wireless-controlled submarine model in the Y.M.C.A. pool delighted the onlookers. He built his own amateur station and put it in the 18 inches left at the foot of his cot in his little bedroom in his humble home. A few years later the war found him as radio operator on one of our battle-ships.

Whether we define education as the result of a quest for knowledge, or whether we see it as *a progressive adjustment of life*—certain it is that the Scout who was thus stimulated to reach out, to advance, to push back his horizons, and to do this “on his own”, was in the stream of natural education.

The evidences of his efforts in the health and skill areas just cited, were important, not only in themselves, but because they were parts of the larger plan of Scout advancement and progress—done under the Scout’s own steam.

In Scouting, the boy entered a moving stream, in which his fellow Scouts were educating themselves and each other. The current had momentum. Ever ahead was something to learn, some new thing to master.

SOME SCOUTING OUTCOMES



Scouts Preparing Camp.

Fun, even, was not static, it was out-reaching. The pressure of the Troop was toward progress. The small intimate Patrol helped the new Scout find his progress stroke in the stream of advancement. The Court of Honor met once a month usually, sometimes oftener. He learned about nature and woodcraft lore, learned outdoor skills, handicrafts, canoeing and watercraft, first-aid and life-saving—the list led on and on. There are thousands of young men whose individual leisure it has quite filled for more than a decade. A comprehensive check of the ages of the boy membership in 1934 showed that over 200,000 had passed 15 years of age.

Scouting, therefore, has offered its young men education flavored with adventure. The Federal Government, the Post Office, and certain Foundations were quite accurate in rating Scouting as an “educational institution”.

Scouting has given the Scout the very definite mental stimulus of the stream of its advancement plan, and also has reenforced it through group approval and through recognition for achievement. “Meet these require-

ments," it has said, "and you become a First Class Scout"; "Master these, and you may become an Eagle Scout". Some idea of the tremendous volume of this mental outreach and progress can be gathered from the 1936 totals. That year on December 31, the Scouts numbered 753,734. That group of Scouts had records of having formally "passed" considerably over 12,800,000 individual progress achievements to attain the "ranks" held by them at that time.

There has been one profoundly significant feature in this constant pushing back of horizons, on which a Scout embarked when he entered the Movement. In many of his other educational experiences, the pressure to do them was frequently rather external, and sometimes took inadequate account of the boy's own nature and interests. But in the Scout's progress and educational advance in skills and knowledge, quite largely, the *push has been his own*—it came from within—it was voluntary—it rested on his own initiative—which was of great importance in furthering his habits of "self-starting", or "self-a-commence", as one Scout of Italian descent called it.

Furthermore this progress is on the increase—in 1924, 14% of the total membership of Scouts had reached First Class Rank—in 1934 the figure was 24%, nearly a three-fourths increase in a decade.

While no comparison is intended here with college years, a very interesting experience came to a Scout during the war. He was only a high school graduate and was seeking admission to the aviation branch of the Army Service. When it looked as if he was about to be rejected, he mentioned to the officers that he was an Eagle Scout. "Very well," said they, "we will enter that as off-setting two years of college"—which they did, accepted him and he made good.

The record of Scouts in their other educational efforts, whatever the exact causes, has been a good one.

Numerous studies have been made of the scholarship of Scouts and non-Scout boys in school, with a marked superiority indicated for the Scouts.

Of the Rhodes Scholars selected, not fewer than 65% have been Scouts in any year since 1926.

Of the Edison Scholarship competitors, one from each State and the District of Columbia, 30 of the 49 were Scouts, as were eight of the ten highest and all of the six highest.

About one half the present boy membership in high schools and nearly three-eighths in the colleges have been Scouts.

Dr. R. O. Wyland's recent dissertation at Columbia University records that in the student leadership positions in these institutions, the Scouts carry 73% of them, and of the highest positions, Scouts hold from 83% to 88%.

In some three-score universities and colleges, chapters have been organized of the Alpha Phi Omega, the Honorary Scout Society which serves the campus in various ways, including items related to patriotic interests.

4) *The Building of a Stalwart Character*

To help the Scout build a sturdy character is the central purpose of the Scout Movement. The whole Program is planned to that end.

The Home, the Church, the School, the Neighborhood, the general tone of private and public affairs—each and all in varying degrees contribute to the same end.

So interwoven are these influences in the boy's experience, that it is quite impossible to disentangle them. It is quite impossible, at present, to say what percentage of a personal quality a boy exhibits, has been due to Home, Church, School, Scouting, Neighborhood, Movies, Radio, the Press, Books and so on through the long list of influences that touch him.

While character itself is such a complex thing, are there not things which the Scout *has done* as a Scout, which things are significant as revealing something of the young man himself? Let us look for these in the five very important phases of a boy's character which have so much to do with his conduct:

His Habits
His Attitudes
His Standards of Excellence
His Ideals of Conduct
His Purposes

His Habits

Scouting calls upon a boy to *do* many things. "Doing" with pleasure invites repetition and that sequence produces a habit.

The whole Scouting relationship is voluntary, and the lad stops it when he desires—so that a Scout doing Scout things is rather favorably "set" for habit formation.

Out of the thousands of possible habit elements which his Scout life involves, only a few can be mentioned here.

Perhaps the most important of these is the "Daily Good Turn". The founders of Scouting reasoned that if they could get a boy to try to do "Good Turns" to people daily, and could get him to enjoy doing them, that soon this would ripen into a habit. While individual "Good Turns" are not reported, a recent check-up on several hundred Scouts revealed their confidential impersonal testimony, that over two-thirds of them believed they had done "Daily Good Turns" better than three-quarters of the time—the other one-third of them testifying to one half of the time or less.

A number of other studies also point to a wide prevalence of the "Good Turn" practice.

Troop "Good Turns" and Council-wide or community-wide "Good Turns" are recorded and known. Probably there is no Troop and certainly no Council which within its years of chartered activity does not do "Good Turns"—indeed such a record is regarded as part of the justification of re-chartering. (See Chapter XV.)

These very direct checks on the civic service and Troop "Good Turns" all along the line, reveal clearly the widespread extent of these practices.

SOME SCOUTING OUTCOMES



"A Scout Is Thrifty".

Probably the most significant aspect of these "Good Turns" has been their reflex on the "doers", for that is the real program purpose. This reflex is two-sided—it brings back from others, generally, a kindly response of appreciation and thus heightens community goodwill—it also tends to bring to the Scout himself important inner satisfactions which lay the foundation for future repetitions and a genuine habit of "Good-Turn"-ing. Here the "chance to do" is offered which

leads straight toward "participating citizenship", on the part of the Scout. He becomes a "helping part" almost unconsciously and quite painlessly, as a phase of fun found in the game of helping. Such habits of cooperation probably are essential, if one is to fit smoothly and helpfully into the present-day scheme of life. Research done at Columbia in the past few years has reported that Scouts cooperate conspicuously better than non-Scouts. Certainly the life in Patrol and Troop, whether in indoor meetings, outdoor hikes and camps, or in rallies, or on service duty—has provided almost constant opportunity and need for the Scout to cooperate with his fellows. While Scouting may have attracted boys that enjoyed "working with" others—certainly it then gave them the chance to practice it.

The records of the Courts of Honor indicate that Scouts tend to develop "the habit of progress". All do not get it in the same degree, but the advancement habit is caught by the hundreds of thousands of Scouts who pass tests, as elsewhere cited, to the number of millions each year.

The habits of enjoying nature and the out-of-doors, are developed by Scouts as evidenced by the large numbers, already quoted who progressively take part in these activities. These are typical of many habits which tend to result from the very active life of the Scout, ranging from care in putting out a camp fire, to extending respect to another person's different religious customs!

His Attitudes

Note that in the five phases of character mentioned above—everyone involves action. Habit results from *action*; attitudes are a residue from past *action*, which awaits the next *action*; standards are ways of *doing*; ideals are the best ways of *action* we know; purposes concern future *action*. So those areas of life which involve action, especially voluntary action which concerns others, are particularly rich in character values.

SOME SCOUTING OUTCOMES

Attitudes or "mind-sets" represent the degree of welcome we have for the return of some person or experience or idea. They are very powerful. Group influence is strong in their formation. What are some of the attitudes which Scouting relationships and activities have furthered? The whole "Good Turn" activity involves what Dr. West has called "the capacity to care about other people." As "Good Turns" have been practiced and have become habitual, the attitude of concern about others has become a state of mental alertness to help others, a state of mind which has deepened and widened. Observation, testimony and studies have all pointed to this attitude as being widely exhibited by Scouts.

Friendliness to other races and other creeds and other classes has distinguished Scout Troops and Scouts for the past 25 years.

Here has arisen a democratic attitude—here advancement and leadership rested on what the boy could do, not on who his grandparents were. In the 12th Scout Law and its practice the young Protestant has become a part of extending respect to the religious customs and dietary laws of his Catholic and Jewish friends and vice-versa. Here has been released a great force.

The attitude of international good-will has been evidenced and stimulated by the thousands of Scouts, from three to fourscore lands, who have met in the World Jamborees, as well as through the visits which groups of Scouts and Scouters are constantly making to other countries. The whole pressure of the ideals and training and practice of the Movement everywhere has contributed to this end. World leaders have designated this Scout attitude as one of the World's few sound moorings for future peace.

The attitude of cooperation, as already mentioned, especially characterizes Scouts, and an interesting phase of "doing with" people is that it has seemed to pass without great difficulty into "doing for" them.

The attitude of active responsibility is found extensively in Scouts, so adults report. For example, a "man-hole cover" is loose in a street, or a break is seen in a country bridge—the Scout has been trained to do something about it—to take some responsibility for helping others avoid accident. But more of this under "Participating Citizenship". Thousands of such cases are observed by adults each year.

His Standards of Excellence

Undoubtedly a Scout's own standards are a result of his own experiences with life and with people. If his world is one of fair dealing in which he is fairly dealt with, his own standards naturally reflect that fact. If in his world, he is accorded suspicion and little consideration, his own standards may be expected to be tinged thereby. The standards which are set for him by home, school, church, employer, or playmates are part of the materials out of which he builds his own. Also, of these standards set for him by outside forces, the ones that have pleasant associations gain in prestige.

The Scout is constantly faced with standards from the way his uniform should be worn, to the standards of living set forth in the Scout Law. To advance in rank, these are definite standards to be met. The Troop itself has standards—the Patrol Leader who whispers to a new Scout that thus-and-so is not done in this Troop, is passing on a standard in its most potent form, from within the group.

The standards of the Court of Honor, as to what constitutes good workmanship in leather working or taxidermy, has fixed definite "quality requirements" which have been met in the hundreds of thousands of Merit Badges and the millions of tests passed each year.

The Scout also has frequent competitions in skill—in tying knots, in roller bandaging, in tent pitching, wall scaling and the like. Here not only speed but quality has been exacted of him. Also in these competitions,

SOME SCOUTING OUTCOMES



Scouts Preparing Their Overnight Shelter.

the idea has not been to pick champions but rather that everyone should win by bettering his own record.

Here the Scout has faced the job of squaring his own results with high standards of skill and excellence.

Many of these were natural standards—the tent shed water or did not, there was no middle ground; the fire-by-friction brought a flame or did not; the knot was a square knot or not; he could spin the lariat or not—experiences like these involved standards that were impersonal and absolute.

And all of these skills to be mastered were objective things, which were done by others in Scouting situations so that the powerful pressure of Troop approval was in operation, with one's fellows in the Patrol ready and willing to help one get to be "good" in the desired skill.

Observation has warranted the conclusion that this Troop influence and the Troop's own standard and traditions are very powerful—particularly so, because they

are from within the gang itself and at the time of the Scout's own gang age.

We have as yet, no way of measuring this in pounds, ergs or watts, but Court of Honor officials have reported concerning hundreds of thousands of Scouts that their "pride in excellence" has visibly increased as they have reappeared before the Court for recognition. This was significant.

His Ideals

Ideals are standards of conduct, the best ways of dealing with and treating others. Every entering Scout has learned the meaning of the Scout Ideals, to a depth varying with his background. The Movement has presented him with a Scout's code, to which he has *voluntarily* subscribed. It has compared that code, in the Handbook for Boys, with the code of the ancient Knights, of the youth of Athens, of Persia, of the Pioneers and others. It has been made to be a part of everyday Scout life reality, rather than an abstraction.

How deeply have the "Good Turn" habit, the friendly helpful attitude, and the standards of the Scout Oath and Law penetrated into Scout Conduct?

Here fortunately we have a very practical measure. In all advancement which comes before the Court of Honor, well over a million a year, the Committee on Advancement, in advance of the occasion, inquires of the Teacher, the Scoutmaster, Troop Committeeman, a Parent, the Employer, Sunday School Teacher, the Religious leader to report if, in their judgment, the boy has

"Actually put into practice in his daily life the ideals and principles of the Scout Oath and Law, the Motto 'Be Prepared' and the 'Daily Good Turn.'"

This regular check-up carried on in practical fashion among those who know the Scout and associate with him from day to day is believed to have been a sound measure of values observed.



Scouts Putting Out Feed for Birds.

In the membership of 1936, there had been a total of 610,967 such check-ups in addition to those for the 499,738 Merit Badges, issued that same year!

While, undoubtedly, Courts of Honor vary somewhat in the degree of their thoroughness, yet recent studies of the Court of Honor in different parts of the country have clearly established the fact that they have taken and undertaken this phase of their responsibility very seriously and with considerable skill.

His Purposes

What contributions has Scouting brought to Scouts in the realm of their purposes? Many—both direct and indirect.

The whole Scout Program is shot through and through with purposes. *The Scout Oath and Law are a definite code of personal purposes*—"On my honor, I will do my best to——."

The Motto "Be Prepared" is practical purposing, with its mastery of emergency skills.

"Helping other people at all times" certainly has the outreach of alert intention in it. Anything prompting to future action, nurtures purpose.

All the education and learning of skills, the advancement undertaken, the vocational exploration—all these demand the exercise and following of purposes which are of his own making.

The whole range of items cited under "Character" and "Participating Citizenship" in this chapter, do not just happen like the gentle falling of rain. They are voluntary actions which have to be desired, and purposed and *done*. It is that subtle phase of Scout purposes that has made them eminently practical. They are not in the area of "castles in Spain"—they are made up of reach-able, do-able first steps, here and now.

Of course the pressure of Handbooks, "BOYS' LIFE", Scoutmasters, Merit Badge Counselors, Committeemen is to stimulate and aid the Scout to get adjusted in his quest for a life work and a life plan. His friendship with picked and trained adult leaders, the carrying on of various activities with them, under their general oversight and with their heartening encouragement is regarded by most Scouters as one of the most significant "offerings" of the Movement. "Character is caught, not taught" and working, hiking, playing, serving TOGETHER sets the scene for influencing boy attitudes and purposes, through deeds done jointly and jointly interpreted as to the spirit in which they were done. "Imitation is the sincerest form of flattery" and if boys "like" a leader, that leader's example and ways and standards and outlook, tend to be copied. The relations with the Scoutmaster generally have been positive—there were things to be done, and places to go, food to be cooked—in that very stream of action "the dont's"

SOME SCOUTING OUTCOMES



Westport, Conn. Scouts Decorate Their Tepee.

have arisen less frequently and when they did arise IT WAS USUALLY IN THE REALM of "how" and a SUBSTITUTE was proffered at once—the better and more skillful way.

So at every turn, the Scout encountered this stream of action and planning, in which he has had to decide what he would do next, and then do it. This inner pressure of the Troop to action, certainly has stimulated his "outreach" and contributed to his "mind-set" and purposes.

Whether it be in the realm of his habits, or his attitudes toward others, his standards of excellence, his ideals of conduct, or his purposes—there is evidence of the moving influence of Scouting ideals and associations in the life of the individual Scout.

Studies made by the Commissions at the Cornell University Conference, and more recent Youth Problem studies made by Dr. N. E. Richardson, in Chicago, point

to the fact that this whole matter of Scout ideals penetrates far more deeply into the inner thinking of boys, even than Scout Leaders and other adults had suspected.

5) *Action As a Participating Citizen*

Good citizenship represents desirable character, active in doing its part in life. What values has Scouting brought to Scouts in this area?

The fundamental philosophy of Scouting as stated in the Federal Charter was

“to promote the ability of boys to do for themselves and for others, to train them, in Scoutcraft, and to teach them patriotism, courage, self-reliance, and kindred virtues, *****”

Learning by doing has been the method.

Registering as a Scout and accepting its ideals have been voluntary—dependent on the Scout's own choice and action. Progress and advancement were at his own rate of speed, and here was self-action with constant demands for him to accept responsibility. All this laid a foundation for self-action in his relationships.

What has been already cited in this chapter concerning the democracy and consideration for other races and creeds and classes, the brotherly friendship for other nations—all this was of the spirit that underlies good citizenship—the “capacity to care about other people.”

The already quoted effectiveness of Scouts in co-operating with other people—this is an essential phase of good citizenship, and it is *active*!

The experience within the Patrol and Troop is essentially an experience in the processes of democracy. Here the Scout participates in selecting the Patrol Leader, helps plan the program and helps carry it out, accepts any assignments or responsibilities of leadership which may come to him out of the group need.

The millions of close fellowships and comradeships, which Scouts have experienced within the Patrols, have been treasured by these Scouts, and have influenced each boy's thinking and standards of action.

SOME SCOUTING OUTCOMES



Westchester, N. Y. Scouts "On the Go".

It has been through such associations, the pressure of Scout traditions, and the onward moving stream of action—that the Movement has offered to boys a positive avoidance of delinquency. Without attempting to unravel the complex causes back of an individual's delinquency—certainly, keeping a boy busy in pleasant associations and enjoying expressive activities, has tended to make him less eligible to being attracted into anti-social activity.

The Scout Program has offered multiple chances for the Scout to get leadership experience. The basic idea of the Patrol plan has been boy leadership under adult oversight. In the training courses for leaders, they have been urged whenever it was possible (and it usually was) to have the Scout open the meeting, this one make the announcements, another lead in this service or program item, and so on. Also it has been urged that the various leadership jobs be made short-term and

passed around, thus making their educational value available to more than one person. In our more than 30,000 Troops, there have been at any one time, over 300,000 leadership and responsibility "jobs" as Bugler, Scribe, Flag Guard, Cheer Leader, Assistant Patrol Leader, Patrol Leader, Senior Patrol Leader, Junior Assistant Scoutmaster, Assistant Scoutmaster—in addition to special instructorships in skills in which one Scout may have been proficient. The recent finding in a Columbia University Doctor's Dissertation, cited above, therefore, was not surprising that so high a percentage of leadership places were held by Scouts both in High School and College, for Scouts have been accustomed to bearing such responsibilities. Certainly this leadership experience is related to citizenship.

The Movement has offered a rich outdoor life, through which the Scout has learned about nature and made friends among the furry, finny, feathered, flowered "folk" of forest and field. The advancement requirements necessitate such acquaintanceships. In 1934 alone, there were over a quarter million Scouts, who had actually passed such nature tests. This outdoor life was valuable in itself, as well as for its leisure-time contribution to citizenship.

Camping is a part of the training and fun offered in this outdoor life. In 16 years ending 1934, the Camping Service has records of 3,296,008 Campers in summer camps. Troop and Patrol Hikes are carried on both summer and winter. The 30,000 Troops probably average at least one hike a month. Some go hiking every week. These little expeditions do far more than provide exercise, fresh air and sunshine, nature lore and fun. Quite apart from these significant educational and health values, group camping has dealt in the tremendously important, though simple, human relationship, on which good citizenship depends. These Scouts have unconsciously practiced working together, helping each other, respecting property of neighbors, watching safety hazards, and so on through the many kinds of experiences such a day will bring forth.

SOME SCOUTING OUTCOMES



Scouts Learning Resuscitation Methods.

The training in how to meet emergencies, administer first-aid, conserve safety and save life, which has been given to Scouts in all Troops over the first 25 years, must be mentioned again here because of its important citizenship bearing. Scouts have been trained in these techniques, *in order to use them for other people!!* The deep going citizenship importance of this, requires no comment—it is as obvious as it is significant.

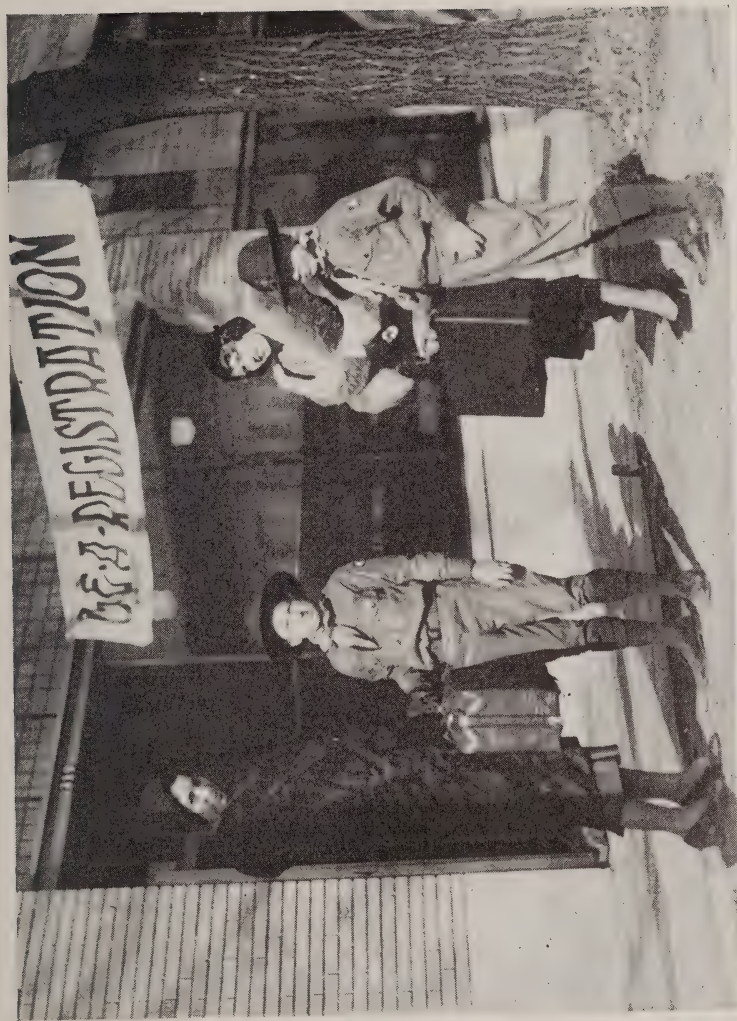
While the exact results of *patriotic observances* have never been fully clarified, they are widely practiced. In Scouting, these have been united with *action*—*what to do* when the Flag passes by—how to hang it—how to extend respect to it—these active observances have been taught to each of the 6,011,986 Scouts up to December 31, 1936. Such observances have been regular parts of Troop meetings, Camps, Rallies and of most Scouting affairs. Practically every Troop in the U. S. has had its own American Flag, frequently donated by

local patriotic societies—and patriotic holidays and occasions have been observed in special ways. The birth-days of great Americans have been among these.

Last of many items which might be cited as having made important contributions to the Scout's citizenship, is perhaps the most powerful of them all—the “Daily Good Turn” and civic service. Their bearing on character has been referred to in this chapter—but their contribution to “participating citizenship” also has paralleled their many other values.

The philosophy of Scouting has been, that to train Scouts for citizenship, they must be trained through experience *in* citizenship. Helping other people, helping the community, taking responsibility as the Scout did in directing traffic at a bad traffic corner in the St. Louis cyclone, serving as aides for public gatherings, helping the old Veterans at reunions and on Decoration Day, operating first-aid stations and helping the police with the crowds on great occasions—these *voluntary* helps have made *great inner contributions* to the Scout as a future citizen, as well as having given him a taste of “participation” through experience.

Whether in promoting physical and mental health and exploring vocations, or mastering skills and stimulating education which pushes back horizons and feeds the desire for progress, or in contributing to the boy's building of a stalwart character, which shall find expression in a responsible “participating citizenship”—the Scout Movement has opened the door of “experience which trains”, to its millions of boys and young men. The fact that it has “taken hold”, has been further evidenced by the steadily mounting percentage of Scouts who carry on into adult leadership of boys. A study in 1931 indicated that at that time 27.7% of all Scoutmasters and 56.8% of Assistant Scoutmasters had been Scouts. Practically 100% of the men trained in the National Training School for Scout Executives, have been either Scouts or Scout Leaders—80% Scouts and the remaining 20% Scout Leaders.



Tulsa, Oklahoma Scouts Serve as Guides.

In various parts of the country, we encounter interesting evidence of the carry-over of the Scout citizenship spirit. In Seattle, a group of young men, Scout alumni, banded themselves together in a non-partisan effort to clean up local political abuses and did so, with Scout-trained candidates predominating on the various local tickets.

In Philadelphia a Troop, that started in 1913 down by the wharves of the Schuylkill River, has 100 to 150 of high grade "Alumni" back to the "annual dinner" each year. This group recently purchased and equipped a \$25,000 vacation camp for Mothers and small children of the crowded neighborhood!

The Ten-Year Program of planned growth has planned to feed more such men into the stream of our public life. These are but certain of the more outstanding offerings the Movement has made to the Scout—there are very many others, because the "situations" of Scouting, as in camp for example, are real life situations, shot through and through with rights of other people. Here the Scout has learned to live with people, by living with them under conditions where it had to be done quite smoothly. Here the group quickly penalized the supremely selfish member.

The range of the Scout's experience as a Scout has reached out into the main zones of human relationships, in very practical fashion and under most appealing auspices. These are the really important areas of life. As Dr. West has phrased it, is not "*the capacity of care about others*", the beginning of real personal progress and social wisdom? Viewing this wide and varied range of skills and opportunities, which the Scout Movement has offered and continues to offer to its Scouts, one is deeply impressed with *how much* is available, in *how little* of the Scout's leisure. Here are factors which touch destiny, and to which over a million boys a year now are exposed, as a game they enjoy together.

Viewed as a whole and as a social enterprise, the results of this quarter-century of Scouting effort and

SOME SCOUTING OUTCOMES

service impresses one with their range and their volume.

The nation-wide values and local and institutional benefits are socially constructive and make for the more abundant group life. The personal value to leaders and Scouts are both wide and deep and far-reaching. It would seem that one might comment conservatively that we know of no single area, and that for leisure time, through which may flow so many benefits reinforcing at so many points the major institutions of home, church and school, and like them aiming at larger human happiness and welfare through developing socially valuable character and "participating citizenship."

In this vein, seven recent Presidents of the United States have spoken of the Movement, to which each sustained so close a relationship:

"I wish to greet the Boy Scouts and to express my hearty belief in and admiration of the work they are doing.*****"

"I believe in work and I believe in play; I believe in drudgery when drudgery is necessary; and in love of adventure also. Above all, I believe that the American citizen of the future should be brave and hardy, that he should possess also the personal prowess, and that he should also possess the spirit which puts personal prowess at the service of the Commonwealth; which is another way of saying that he must be law-abiding, and have consideration for the rights and the feelings of others. The Boy Scout Movement is pre-eminently successful along all of these different lines."

Theodore Roosevelt.

"I am very glad to give my sympathy and support to such a Movement as this."

William H. Taft.

"America cannot acquit herself commensurately with her power and influence in the great period now facing her and the world, un-

THE HISTORY OF THE BOY SCOUTS OF AMERICA

less the boys of America are given better opportunities, than heretofore, to prepare themselves for the responsibilities of citizenship."

Woodrow Wilson.

"I am with the Scout Movement heart and soul. It is an organization teaching the spirit of service and honor which we must always have in our citizenship. I wish every boy in America could have the advantage and honor of being in the Boy Scout Organization."

Warren G. Harding.

"The more I have studied this Movement, its inception, purposes, organization, and principles, the more I have been impressed. Not only is it based on the fundamental rules of right thinking and acting, but it seems to embrace in its code, almost every virtue needed in the personal and social life of mankind. It is a wonderful instrument for good. It is an inspiration to you whose duty and privilege it is to widen its horizon and extend its influence. If every boy in the United States between the ages of 12 and 17 could be placed under the wholesome influences of the Scout Program and should live up to the Scout Oath and rules, we would hear fewer pessimistic words as to the future of our Nation."

Calvin Coolidge.

"I know of no other form of Americanization that so produces real Americans."

Herbert Hoover.

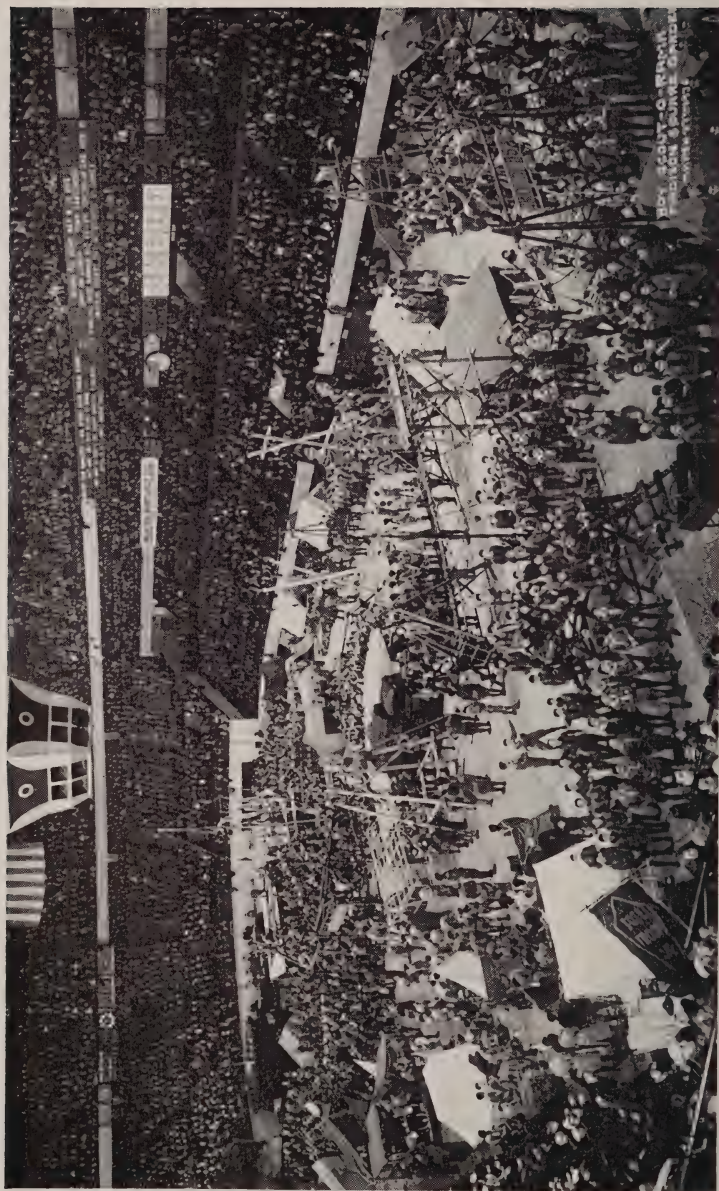
"I firmly believe that the Boy Scout Movement represents a new era of moral force in America."

Franklin D. Roosevelt.

PART II

The Development of a Democratic System of Administration

| CHAPTER | PAGE |
|---|------|
| XI—THE DEVELOPMENT OF THE LOCAL COUNCIL . . | 247 |
| XII—THE FORMATION OF THE REGIONS | 267 |
| XIII—THE TWELVE REGIONS | 283 |
| XIV—NATIONAL COUNCIL ANNUAL MEETINGS . . . | 309 |



A Local Council Demonstration—New York, 1936.



CHAPTER XI

The Development of the Local Council

During the year 1910 and 1911, the idea of Scouting seemed almost spontaneously to take root and grow in many widely separated parts of the country.

Then as now, the vital unit was the Troop of Scouts with its Scoutmaster and Patrol Leaders, its outdoor activities, its advancement, its democratic uniform, its ideals and its practical service to others.

While the organization Committees in New York and Washington, in those years, were planning broadly for a National Movement—and even before these efforts—men interested in boys were starting Troops and Patrols of Scouts.

In the oft-repeated phrase of the Chief Scout Executive, the whole Scout Movement began, in those days, to seek to maintain conditions in the various communities, such that boys should intensely desire to be Scouts, and such that men should find great satisfaction in serving as leaders of Troops.

Unlike most boys' work of those days, Scouting used volunteer leaders. It offered each local institution a program for use, under its own Troop Committee or Boys' Work Committee. It was freely predicted that it would be impossible to get men to give continuous and sustained leadership, unless they were paid for it—yet men stepped forward all over America to do the job.

In order to mobilize behind these volunteer leaders the united backing of their fellow citizens, local committees and Local Councils were instituted to serve and unify their existing Troops, as well as aid in the proper development of new ones.

Troops Preceded Councils

There is no thought here of dealing with the difficult problem of priority, the problem of which Troops were first. This chapter merely quotes a few instances from the histories made available by Councils which had studied the history of their own beginnings—to show that Troops preceded Councils quite generally, and indeed led to the necessity for Local Councils. Then, as now, the Council was a device to aid and further the activities of the Troops operated by the sponsoring institutions.

Typical of such organization, the following are but a few of hundreds which might be cited:

Frank F. Gray organized his first Scout Troop in Montclair, N. J., late in 1908 informally, and formally in 1909. "He passed a year, 1907, in Scotland absorbing the Scout methods *in Baden-Powell's famous camp at Brownsea. . . ." Troop 2 started in September 1910 and is still served by George S. Hale. Bloomfield, N. J., started its Committee on October 20, 1910, Glen Ridge's first Troop organized September 18, 1911, its Council January, 1912. The Montclair Council, however, which now includes all these, was not organized until June 1913.

The Genesee Y.M.C.A. Troop of Buffalo, was started in 1909 by J. F. O'Brien, who had been a Scouter in Ireland. G. Barrett Rich, Jr., and Arthur Cotton effected a Council organization in the summer of 1910 nearly a year later, with M. L. Wilkinson as President and G. Barrett Rich, Jr., as Commissioner.

*From "Boy Scouts of Glen Ridge, N. J."—L. E. Price.

THE DEVELOPMENT OF THE LOCAL COUNCIL



A 1910 Troop, Ridgefield, N. J.

Troop 2 of St. Louis, and probably others, got under way in 1910, while the St. Louis Council was organized May 19, 1911, with Judge Daniel F. Taylor as President.

In November 1909, Charles F. Smith organized a Troop in the Staten Island Academy on the insistence of a patron, Mrs. Horace Davie, who had met Baden-Powell in Europe. The Brooklyn Council (which then included Staten Island) was organized more than a year after, on March 20, 1911, by the late George D. Pratt, and he was its President for years.

Troop 1 of Columbus, Ohio was organized early in 1910, by E. S. Martin, and in the fall of that year, he was retained by the Council as its salaried executive officer with the title of Commisisoner.

The following are a few of many early Troops which might be mentioned and which preceded their Local Council organization. George D. Porter in 1910 in Philadelphia; Stanley A. Harris in Frankfort, Kentucky, October 1908; Charles H. Kip, March 1910, at Boston

Museum of Fine Arts; Ralph H. Nodine, in Chicago, June 1910; F. O. Belzer of Indianapolis in 1910 with Troop 9 of the Irvington M. E. Sunday School; early in 1910 in University Park, Denver, Colorado, under W. C. Jay; early in 1911, Paoli, Pa., Troop 1, with Rev. H. A. Walton as Scoutmaster, and the present Commissioner Clifton Lisle, as Assistant Scoutmaster; Cincinnati, Steacy Holmes, Scoutmaster of Troop 3 was made Commissioner in 1911; Boston, Roxbury, Charleston, Somerville, Mass., 1909-10-11 and so the roster of early Scoutmasters might be expanded to cover the entire country.

One other interesting bit of pioneering might be added. Deputy Commissioner Roy Zoeller, then of Carrick, Pa., and later of Johnstown, Pa., in 1908 organized a Troop of Scouts among the officers' sons at Fort Leavenworth, Kansas, and received a commission direct from London—years before the Leavenworth area had a Council.

These sample experiences show that Troops quite generally preceded the Councils in point of time; in fact, they revealed the need for and stimulated the appointment of Local Committees and Councils.

Organization of Early Councils

As a result of a public interest which was created and fed by the presence of Scouts in the community, larger cities and more aggressive smaller communities organized Local Councils of "interested representatives of all Welfare Agencies in the city—Protestant, Catholic, Jewish." (*)

The eight page leaflet circulated in Chicago in 1910, and which culminated in a Council at a meeting on November 29 of that year, outlines "How to Organize a Local Committee":

"Call together the leading men of the town or city, the prominent business men, the leaders of the various religious bodies, and principals and teachers of the schools, Sunday School Su-

*From Chicago Pamphlet, 1910—F. A. Crosby, Y. M. C. A.



Early Conference of Leaders on Local Council Problems.

perintendents and teachers, representative military men, leaders of boys' clubs, settlement workers, representatives of the charitable organizations, juvenile court, Big Brothers' Movement, Men's Brotherhoods, the Y.M.C.A. and other reliable organizations and men, and organize a Council to supervise the Scout Movement.

"Make it a real work for boys of adolescent years. Guard it from the younger boy, so that the older fellow may not despise it."

Mr. F. A. Crosby, City Boys' Work Director of the Chicago Y.M.C.A., was very active in bringing together such a representative group of 125 persons, of whom thirty were named to their first Council, on November 29, 1910.

Y.M.C.A. Cooperation

The Y.M.C.A. Secretaries were particularly active in many cities, in helping start the Scout Councils. This was in reality a reflection of the interest taken by the International Committee, through E. M. Robinson, its Boys' Work Secretary.

The following circular, which was sent to all Y.M.C.A. Secretaries in June 1910, undoubtedly influenced the

"springing up" of many Troops and many Scout Councils.

"BOY SCOUTS OF AMERICA

"General Baden-Powell recently unveiled a tablet at the Young Men's Christian Association, Birkenhead, England, commemorating the fact that in that building on January 24th, 1908, he publicly inaugurated the Boy Scout Movement. He stated that the object of the Movement, was to make boys into manly men, good and useful citizens; it was not intended to make soldiers of them but to avoid 46 per cent of the boys of the Nation growing up without the knowledge of a useful occupation.

"In two and a half years 400,000 Boy Scouts have been enrolled in England and the Movement has spread to many other countries. In the last few months over 1,500 Boy Scouts were enrolled in Toronto alone. The Boy Scouts will doubtless become the largest boys' organization in America. Already Troops are organized in New Jersey, New York, Massachusetts, and other states.

"This Movement bids fair to sweep the country in a way no organization of boys has ever done; at least this is the judgment of conservative Association men, who have had a gradual, rather than a sudden, conversion to the idea.

"It is primarily an educational and character building Movement, and not primarily military, as many suppose.

"A bill to incorporate the 'Boy Scouts of America' is now before Congress and has been referred to the Committee on Education. Badges are being copyrighted and uniforms arranged for. National headquarters have been opened at 124 E. 28th Street, New York, and a Managing Secretary employed.

"This National Movement is not organically related in any way to the Young Men's Christian Association, but all possible cooperation is being given, and local Associations are urged

similarly to cooperate in organizing the Scouts locally.

"Local Committees, composed of the most representative men without regard to sectarian, political, or military distinction, should be organized. Seven boys form a Patrol and three or more Patrols form a Troop. Troops can be organized in connection with Public Schools, Boys' Clubs, Playgrounds, Camps, Churches, Associations, or independent of any other organization.

"Full information regarding the English Movement will be found in 'Scouting for Boys' by Lieut. General Sir R. S. S. Baden-Powell, and full information regarding the Movement in this country will be found in 'Boy Scouts of America' by Ernest Thompson Seton. This book will contain the most valuable parts of the English book, together with much new material and the necessary American adaptations. These and other books can be obtained from 'The Press,' 124 East 28th Street, New York. Descriptions of the Boy Scouts of Paterson, Utica, Springfield, Toronto, and at Camps Beckett and Durrell will be found in 'Association Boys', for June 1910 (25 cents.)

"Further information will be gladly given. Begin at once to organize your Association Troops. Encourage their organization under other auspices. Get the best men in your city back of the general Movement. Protect it from any who would unworthily exploit it or go into it from any but the most altruistic motives.

"There is evidently an avalanche coming and we do well to prepare for it. 'BE PREPARED' is the Boy Scout Motto.

INTERNATIONAL BOYS' WORK COMMITTEE

Seth Sprague Terry, *Chairman*

Edgar M. Robinson, *Secretary*"

Volunteer and Employed "Commissioners"

At the outset there was no clear cut decision as to what the best form of organization would be. Scouting

proposed a new idea. Instead of doing boys' work for the community, it was to stimulate and help the community's institutions to sponsor and do their own, and under their own volunteer leaders. The volunteer principle was novel, and it was not therefore obvious how far it should be extended. Side by side were communities where the responsible local officer, known then as the "Commissioner," was able to *give* his time, and others where the right man was retained to take charge and his salary provided by the local people.

For example—New York City (Borough of Manhattan) was handled by Major Lorillard Spencer, Jr., as a volunteer Commissioner, while the Brooklyn Council across the East River, under the leadership of the late George D. Pratt as President, secured an Episcopal Minister, Reverend Willis B. Holcombe, to serve as full-time Commissioner and "Executive Secretary."

Thus there were two radically different ideas of organization which worked side by side for years across America, affording a rather perfect laboratory test as to which was the more effective method to meet our conditions.

The emergence of the "First Class Council" was the final answer and is described under that heading.

The Emergence of the First Class Council

At the first annual meeting in 1911, the "Commission on Permanent Organization and Field Supervision" was appointed. The Commission was made up of men who had had wide experience in other national organizations. Mr. Howard S. Braucher, Director of the Playground Association of America, was Chairman. His Committee included:

| | |
|----------------------|---------------------|
| Hon. Homer Folks | Owen E. Lovejoy |
| Dr. Lee K. Frankel | Francis H. McLean |
| Dr. Luther H. Gulick | Richard C. Morse |
| Orlando F. Lewis | Charles F. Powlison |

Those who participated in the work of the Committee will recall that one of the most helpful members of this Commission was Richard C. Morse, then General Secre-

THE DEVELOPMENT OF THE LOCAL COUNCIL



Commissioner Spencer and Manhattan Scouts about 1914.

tary of the International Committee of the Y.M.C.A. He had had a wide experience with that organization in dealing with young men and boys, and was familiar with the administrative problems faced by their form of organization. To his courage and frankness and sincerity we owe a great deal, for he helped us avoid some of the complications which they had encountered and were struggling with. Other Committee members rendered similar services.

The policy adopted on the recommendation of the Committee, appears for the first time in the Annual Report for the year 1912. It was socially significant as embodying forward steps in organization policy, based on wide experience of other agencies.

- “1. That the jurisdiction of a Local Council, whether for town, city or county, should not exceed that of the boundary of said territory for administrative purposes.
- “2. That no charter should be granted to a county organization, which would in any way interfere with the charter rights of a town or city Council already organized within that county.
- “3. When a charter is granted for a county organization, the right is reserved by the National Organization to grant independent

charters to cities or towns within the boundary of such county, when in its judgment it is for the best interest of the Scout Movement to do so.

- "4. It was further agreed that the National Council should exercise its discretion in authorizing the establishment of provisional Local Councils for territories larger than one county, such Councils to be recognized as provisional and temporary in character. It being understood that any county, town or city within its provisional area should have the privilege of withdrawing from this temporary organization, with the approval of the National Organization.
- "5. It was further agreed that the Federation of Councils adjacent to large cities, and the formation of District Organizations at this time would not further the best interests of the Scout Movement.
- "6. It was the opinion of this Committee that it would be unwise, at the present time, for the Executive Board to authorize the formation of state organizations in any part of the country."

Thus were combined the nation-wide experiences of other national bodies and the far-reaching policy of Local Council representation which was sounded at the first annual meeting. These have been determining compass points, in the direction of development of the Movement in the United States.

A clear statement of some of the boy interests involved in Council organization, was set forth in 1916 in Article XI, Section 3 of the Constitution under our Federal Charter. It states:

"The organization policy of the Boy Scouts of America shall be such as to reduce to a minimum the machinery or organization, and keep the Boy Scout Program available as a Movement, as largely as is practicable. In granting Charters, the jurisdiction of Councils shall be confined to an area in which it is convenient

and logical for boys to be brought together for cooperative effort, without involving the expense of transportation or necessitating boys making long trips from their homes to a central office. A federation of one or more Councils may be authorized, only within a municipality or a community having such common interests as to make it desirable to have concerted efforts in securing the proper financial support for the Boy Scout Movement, and uniform action on questions of policy affecting the entire area included in the federation.

“Provided, however, that no such federation shall be permitted to extend over an area in which the authorized delegates from the chartered Councils, are not within a convenient commuting radius of the headquarters of such a federation. No state organization, however, shall be permitted as such.”

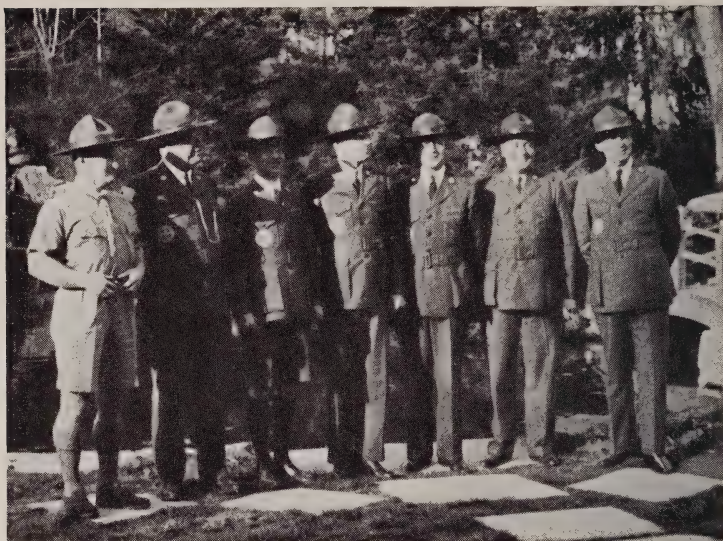
These Councils were chartered, not to operate Troops in their area, but to stimulate and aid the local sponsoring institutions, which were chartered to make use of the Scout Program themselves.

With such a background, the early Councils with volunteer Commissioners in charge, and those with employed Commissioners or Executives, operated side by side and were known respectively as Second Class and First Class Councils.

The record of service and achievement of these volunteer Executives was an inspiring one. As a matter of fact the tremendous volume of War Service rendered by the Scout Movement, which is described in Chapter VI, was done when two-thirds of the Councils were Second Class Councils, supervised entirely by volunteer leaders!

In the Fourth Annual Report of the Chief Scout Executive, for the year 1913, it was recorded that where a Council had been properly organized

“made up of representative, active business men, including representatives from the various agencies working with boys, and they have employed an efficient Scout Executive or Com-



(L. to R.) J. S. Wilson of England, Dr. James E. West, Mr. E. Urner Goodman, Mr. H. F. Pote, Mr. A. A. Schuck, Mr. E. W. Beckman, Dr. George J. Fisher at French Lick National Training Conference of Scout Executives.

The six Americans constitute the Coordinating Committee of the National Staff.

missioner, as recommended, the progress of the work has been steady and in every way satisfactory, and that we may safely leave to such Councils all questions of detail*****"

By the close of the first decade, the advantages of the First Class Council with its employed Executive, were so clearly demonstrated to the National Council that the time was considered ripe for the "Five Year Field Plan," under Dr. George J. Fisher, to make available to the entire country the advantages of First Class Council organization.

At first, Mr. W. A. Whiting of the "Field Staff", offered a plan which called for a County Council in each of over three thousand counties in the United States.

Later it was found that many counties were too sparsely populated and lacked the resources needed, so this was modified to think in terms of a supporting Constituency of not fewer than 20,000 people, which

THE DEVELOPMENT OF THE LOCAL COUNCIL

reduced the necessary number of Councils considerably, as is outlined in Chapter XII.

As this organization of new Councils went forward, Second Class Councils were definitely discouraged and, after 1923, rapidly decreased in number, as shown by the following outline summary. So definitely was this found desirable, that Dr. Fisher requested the Field Committee, under Mr. Mortimer L. Schiff as Chairman, to pass personally on all such applications for reregistration as Second Class Councils, to ensure a just judgment on them.

| Year | COUNCIL | | —TROOPS— | | | —SCOUTS— | | |
|------|----------------|-----------|---------------|-----------|-------------------|---------------|-----------|-------------------|
| | Local Councils | | Under Council | | Not Under Council | Under Council | | Not Under Council |
| | 1st Class | 2nd Class | 1st Class | 2nd Class | Direct Service | 1st Class | 2nd Class | Direct Service |
| 1915 | 47 | 263 | | | 2,891 | | | 4,484 |
| 1917 | 136 | 227 | | | 5,880 | | | 7,368 |
| 1919 | 270 | 151 | | | 7,850 | | | 8,326 |
| 1921 | 416 | 181 | 10,278 | 750 | 6,561 | 239,324 | 17,240 | 134,818 |
| 1923 | 531 | 100 | 13,951 | 557 | 5,805 | 315,603 | 12,716 | 116,317 |
| 1925 | 634 | 41 | 18,937 | 228 | 3,798 | 411,669 | 4,922 | 75,693 |
| 1927 | 638 | 21 | 23,156 | 117 | 2,375 | 506,270 | 2,562 | 47,825 |
| 1929 | 633 | 8 | 27,077 | 43 | 649 | 586,408 | 1,203 | 14,453 |
| 1931 | 583 | 1 | 28,989 | 7 | 478 | 636,581 | 308 | 9,966 |
| 1933 | 551 | 1 | 29,048 | 11 | 529 | 661,561 | 263 | 11,709 |
| 1935 | 544 | 1 | 32,252 | 11 | 442 | 728,621 | 330 | 9,477 |

Note the steady decrease of Troops and Scouts "not under Council" and the almost complete disappearance of the Second Class Councils.

After 1930, numerous smaller Councils joined with larger Councils, to meet depression financial conditions. At the close of 1935, there remained but one Second Class Council, in the Canal Zone in Panama.

Due to local financial problems, there were at that time 442 Troops being served directly from the National Office.

Localizing Responsibility

In these early years, the Local Councils had not yet learned to carry many responsibilities, which really

were their own under the national plan. Apparently the National Office was closer than the Local Office. The editorial in the SCOUTING Magazine of May 15, 1913, urged that a retiring Scoutmaster should find his successor, or at least

“if all other means fail, the Scoutmaster might at least notify National Headquarters of the facts so that we may take steps in behalf of the boys.”

The October 1, 1913 issue discusses the Troop Committee as meaning better progress, and indicates that the “new blanks” for the new registration plan made provision for a Troop Committee. Reference is also made to the agreement of the Troop Committee,

“to promptly *notify National Headquarters* if the Scoutmaster for any reason discontinues to serve, and further, to endeavor to find a suitable successor, meanwhile having control of the Troop property.”

Here is a definite effort, on the part of the National Office, to stimulate active local committee responsibility in the local situation.

The Troop “belonged” to the institution or group which sponsored it.

There is evidence, however, that the local people were slow to respond. Volunteers were people with their own businesses and their own social responsibilities. The Troop Committee, while logically valid and in the interest of democratic control, came into general use slowly. This was in part due to the English tradition, in which there was no Troop Committee as we know it. On April 1, 1918, the SCOUTING Magazine published a symposium on the Troop Committee, excerpts from which reveal the gradual emergence of local responsibility:

“Got business men more interested”—Marianna, Ark.

“Selected by Scoutmasters, and are ‘dead’ ”—Va. Executive

THE DEVELOPMENT OF THE LOCAL COUNCIL

"Churches and Scout Executive select them"
—Stamford, Conn.

"Church supplies the T.C. and the S.M."—
Baltimore, Maryland

"Got the fathers of three of the Scouts"—
Texas S.M.

"Local Council pamphlet outlines T.C. duties"—Toledo, Ohio

The 1919 edition of the first "Handbook for Scoutmasters" recites the duties of the Troop Committee:

"Members of the Local Troop Committee may be present at all Council meetings of the Troop or Patrols, and shall act as honorary members of all standing or special committees. They shall assist the Scoutmaster in carrying out the policies of the Troop organization and aid with their advice and help, all phases of the Troop work. In the event of the resignation of our Scoutmaster, the members of our Troop Committee will take charge of all Troop property and direct the work of the Troop until such times as we may be able to secure a permanent Scoutmaster for our Troop."

Here the Troop Committee was to "assist" the Scoutmaster.

The Constitution and By-Laws—as amended to December 31, 1935—places full responsibility for the continuance of the Troop, squarely upon the Troop Committee of the sponsoring institution. It was their task to have general responsibility for the Troop, like a board of directors, and to select the Scoutmaster and, having done so, to assist him as needed and desired as he carries on his Troop Program, primarily helping him through providing facilities for meetings, overseeing the finances, holding title to any Troop property and through seeing that camping opportunities are brought within reach of the Troop.

Many of the early Troop Committees signed the application blanks (after 1913), as sort of character witnesses for the Scoutmaster, without accepting further functional responsibilities. To obviate this, and to provide

for the local institution using the Scout Program to take its own responsibility, there was included in the registration blanks, provision for the institution heads personally to sign the application and to certify that their governing board in session had authorized and passed on the Troop application.

Provision was made, certainly before 1917, for a representative on the Local Council from each institution chartered to carry on the Scouting Program, or a representative from each group of citizens sponsoring a community Troop.

In turn, each Local Council had similar representation on the National Council, with the added proviso that such representatives should always constitute the majority of the National Council membership. Each Local Council is entitled to one representative on the National Council, and one additional member for every thousand boys enrolled.

The evolution of the responsibility of the sponsoring institution with its Troop Committee, within the Councils, has been cited here because it shows a process which parallels closely the sort of development which has taken place within the Local Council itself.

The really important functions that involved control of standards, through the issuance of commissions and charters, were the responsibility of the National Council, as incorporated in 1910, and as under Federal Charter after 1916.

Local people were untrained, and they looked to "National Headquarters" for literature, help in financial campaigns, help in arousing interest, finding leaders and in organizing Councils. They leaned heavily.

It suffices for the purpose of this history to point out, in only the most general outline, that a gradual but continuous and increasing shift of responsibility from the National to the Local Council has gone quietly forward, which shift is the development of the Local Council.

By 1915, even, it was recorded in the first proof edition



Organized Civic Service, Minneapolis, Minn., 1929.

of the "Scoutmasters' Handbook" that the Executive Committee of the Local Council shall

"pass upon the qualifications of Scoutmasters and Assistant Scoutmasters on recommendation of the proper authorities in charge of Local Troops."

The National Constitution and By-Laws of December 31, 1925, made the following statement under "Purpose of Local Council Organization" (Article XI, Sec. 2):

"In order to relieve the National Council to the fullest extent practicable of the responsibility for leadership and supervision of Troops and Scouts, and the extension of the Boy Scout Movement, it shall be the policy of the National Council, through its Field Department, to encourage the organization of Local Councils. . . ."

Here is recorded the trend and policy of building up the Local Council as the responsible unit answerable, of course, to its charter obligations to the National Council, under the Federal Charter.

In 1936, that same clause stands as revised in 1929—it goes farther than the earlier statements and reads:

"Purpose:

"In order to facilitate the local development of the Movement and establish local responsibility for leadership, supervision, and operation of Scouting, and the extension of the Boy Scout Movement, it shall be the policy of the National Council, through its Operations Division, to encourage the organization of Local Councils. . . ."

This "local development" has gone forward in the matter of Scout and Cub membership certificates, Merit Badges, Uniforms through Local Distributors, and hundreds of other details which at first were done by the National Council and are now administered by the Local Council, under a single national policy, in the formulation of which they have all participated .

The Area Council

The earliest records of the Executive Board contain references to Scouting for rural boys. While the Councils first organized were formed in larger cities where financing was not so difficult, there were also a very few county Councils in the first few years. Delaware and Montgomery Counties near Philadelphia were chartered separately and affiliated into one Council. The New York Boroughs each comprised a Council and were in reality County Councils, though with little or no rural territory. Toward the close of the first decade, in 1919, Kern County, California and the Catalina, Arizona, Area Council were organized.

During these early years, however, most of the Troops and Troop Leaders in the rural sections were served by correspondence from the National Council Office.

In 1920, as a phase of extending Council organization to the entire Nation, the Georgia plan was formulated as a policy for 1921 in the Annual Report submitted by Mortimer L. Schiff and Dr. George J. Fisher on behalf of the Field Department. Here the idea was to organize entire congressional Districts as Area Councils, served by a "circuit-riding" staff of Executives.

As this Council organization went on apace, many areas were found which were adjacent to other Councils and were too small by themselves to have the full-time service of an executive of their own. It was found that many of these areas could be taken in by the existing Councils, and that was done.

This went forward, rather naturally, until well into the second decade, when there was a serious effort made to get the facts about rural conditions, and develop a best plan for serving rural boys with Scouting.

In 1930, the counties adjacent to Rockford, Illinois were organized on a Rural District basis, as a demonstration.

Meantime, practically all of the Councils in the United States, either had or were taking over adjacent areas, many of which were rural territory. At the close of the quarter century, there were only some 25 Councils which were exclusively City Councils, and only 52 with less than 10% of their population in places under 10,000.

Thus the area Council has come to be the prevailing type of Council organization. From it there have come many important social advantages, incident to bringing the Country and the City into cooperation in serving their boys.

As a result of this cooperation by 1936, 81% of the possible district areas had organized or begun the organization of District Committees, representing all the parts and interest of these districts, centering in and around their natural rural trade centers.

Democratic Representation

Ultimate control over this responsible Local Council and safeguards against abuses, are provided in the National By-Laws under Federal Charter, through the national process of annual re-chartering of Local Councils even as the Local Council bears a similar charter-recommending relation to its own Troops.

One very interesting evidence of the thorough-going nature of this process of building up local responsibility, was confirmed as a valid policy at the Cornell University "Biennial" Conference of Scout Executives in 1928. It was to the effect that the whole planning and promotion of Local Council activities should be for the purpose of stimulating and motivating and helping the Troops in their own Troop activities. Indeed, that was affirmed as one of the main purposes of the Local Council, and all Council-wide inter-Troop activities were to be kept in harmony with the primacy of the Troops' own programs.

The Local Council actually is a group of interested citizens representative of the various educational, religious, business, labor and other interests of the community; they are chartered by the National Council to be responsible in an area for the carrying on of the Scouting Program, under certain standards and conditions which are determined by the National Council, pursuant to the provisions of its Federal Charter and Constitution.

The National Council is the governing and legislative body of the Boy Scouts of America. Every Local Council, however, is represented on the National Council and shares therefore in the democratic determining of the standard of the Movement.

The development of the Local Council, therefore, may be said to have been a progressive widening of its local responsibilities for dealing with its boys, in accordance with standards nationally established.

Thus the Local Council has steadily grown in importance, until it now is the responsible and chartered agency for bringing the Scout Program to the boys of its area, and for helping the Sponsoring Institutions and Scoutmasters to do a real job.



The Formation of the Regions

The Boy Scout Movement among National Organizations has this unique distinction, namely, that administrative organization followed, rather than preceded, the organization of Troops. Troops of Scouts sprang up all over the country, on their own initiative, in city and country, in metropolitan centers and in places most isolated. It has always been true, since Scouting began, that boys have wished to be Scouts and they formed into Troops whenever and wherever given the encouragement to do so.

When the National Council came into being, it dealt largely with these and subsequently organized Troops direct by correspondence. The system of registration of Scouts and the chartering of Troops, which was inaugurated by the National Council, gave these Troops identity and direction, and provided for beneficent leadership and control.

Growth of Local Councils

It was soon realized that some form of local organization was needed to coordinate and render service to the work of Scouting in a given community, with a number of Troops, in order to help them provide opportunities for camping, to make Courts of Honor easily accessible, to establish common standards of achievement and excellence, to recruit and train leaders, to provide for orderly growth and to bring to the community a sense of responsibility for its own boys.

Thus it was, as described in Chapter XI, that the Local Council was created, extending to a group of citizens the privilege and responsibility for administering their use of the Scouting Program, in their prescribed territory, and doing so in harmony with the principles and policies established under Federal Charter for the National Council, on which these Local Councils had representation. The real job of the Local Council was found to be to motivate and serve Troops and other units. These Local Councils were chartered annually. At first they were of two kinds, First Class Councils, those with an employed Executive Secretary or Scout Executive—and Second Class, those dependent entirely on volunteer supervision.

The English at first, had conducted their Scouting using only volunteers and that same plan was carefully tried in the United States. However our situation was found to be different, and our people found by trial and comparison that successful operation here, with but few exceptions, called for some one to give full time to the work of the Council, on a career basis.

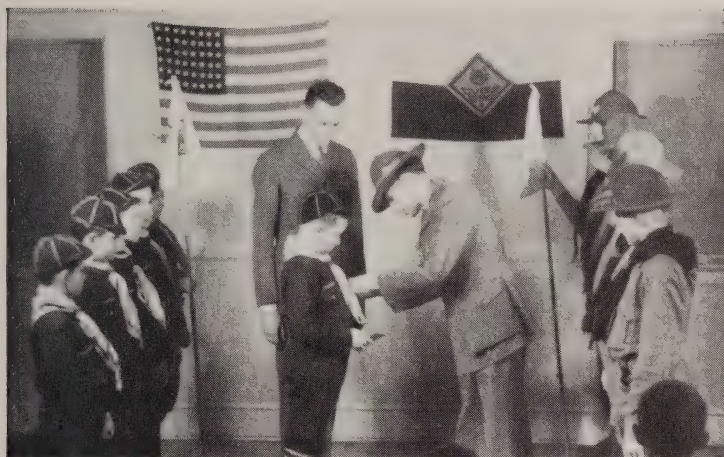
As a final result, the National Council urged all parts of the country to replace their Second Class with First Class Councils, as rapidly as possible. The following table records what happened in a dozen years:

| Year | Councils | |
|-----------|-------------|--------------|
| | First Class | Second Class |
| 1916..... | 98 | 220 |
| 1920..... | 382 | 174 |
| 1924..... | 586 | 69 |
| 1928..... | 644 | 14 |

Early Field Service

The first field service was begun during 1910, by members of the National Committee. But these devoted volunteers soon found it necessary to supplement their available time, with that of an Executive Secretary's full time, and the first Field Secretary, Preston G. Orwig, was employed in June, 1910. Mr. Samuel A. Moffatt was secured in October, 1910, by the Finance Committee to serve as Financial Secretary.

THE FORMATION OF THE REGIONS



A Cub Graduates Into Scouting.

Naturally, in the early days, there was a vigorous demand upon the National Council for helping with the organization of Local Councils, and for their supervision, and for assisting them with their problems, so what were then known as Field Commissioners were employed by the National Council. In the early years, such men were made available to Local Councils for financial campaigns, though the Local Councils had to provide compensation for them, as the National Council had no resources with which to employ them.

In 1911, Samuel A. Moffatt was made National Field Commissioner, and with his assistant, Arthur R. Forbush, constituted the National Field Staff, Ludwig S. Dale being added the following year. Their service was supplemented by the assistance of special volunteer field commissioners, who rendered special service to Troops and Councils. There were 26 of these in 1912, and 68 in 1913. These men were field secretaries of other agencies largely, who did considerable traveling, and who helped with Scouting as volunteers where they went. Messrs. Moffat and Forbush visited most of the States in their tours of inspection and promotion.

Later District Commissioners were employed by the National Council, and assigned to certain Districts.

Among the early representatives of the Field Department, in addition to those mentioned, were the following: W. J. B. Housman, C. M. Abbott, C. A. Edson, E. C. Bacon, Lewis Buddy, H. Laurance Eddy, Wm. H. Weisheit and Walter M. York.

Early Districts

In 1913, Mr. George D. Pratt, on a visit to the Pacific Coast, noticed that he saw fewer Scouts there than on the Atlantic Seaboard. On his return, asked the Chief Scout Executive why this was the case, and was informed that it was due to lack of leadership, as the National Council had been unable to place a Field Commissioner in that territory to help organize Councils. Mr. Pratt's reply was characteristic, "Find the best man who can be had—send him out there and let him stay until Scouting there is on the same footing as in the East and send the bill to me." As a result, Harry D. Cross became the first District Commissioner for the Pacific Coast. The following year, 1915, Mr. Judson P. Freeman was drafted from the Y.M.C.A. and added to the Field Staff to serve the Middle-West, with headquarters in Chicago. Thus, at this period, we had Samuel A. Moffat and his assistants in the East, Judson P. Freeman in the Mid-West and Harry D. Cross on the Pacific Coast.

In 1914, it had been decided to divide the country into eight districts, to be staffed as soon as funds were available. In the next few years, four more of these districts were manned by District Commissioners, namely, the Eastern States of New York and New Jersey with John R. Boardman as District Commissioner, Roy N. Berry in the New England States, Haywood M. Butler in the Pennsylvania District and Stanley A. Harris in the Southern District. By 1918, these six districts had been developed as named above. A policy was worked out regarding Local Councils and was presented at the

annual meeting. (See Chapter V.) It outlined a closer adherence to the Constitution and By-Laws in the matters of territory, representation on the National Council and the Local Council, and general relations to the national and local interests as provided under the Federal Charter.

The Field Committee

In the early days, the Advisory Committee on Field Organization proved of great value to the Movement. On this Committee, as related in Chapter XI, were Howard Braucher, Chairman; Homer Folks, Lee F. Hanmer, Charles F. Powlison, Owen Lovejoy, Orlando F. Lewis, Dr. Luther Gulick, Richard C. Morse, Dr. Lee K. Frankel and Francis McLean. These were men who had a rich background of experience with national organizations, and brought to the Scout Movement the benefits of the experiences of those agencies. In addition, the Scout Movement worked out plans to meet the peculiar needs of Scouting. In Chapter XI is recorded their important policy on Local Councils.

Dr. George J. Fisher Secured

In the autumn of 1919, the Chief Scout Executive, after consultation with his Board, began a determined effort to secure the service of Dr. George J. Fisher, then Director of Physical Training for the International Committee of the Y.M.C.A. Even as Colin H. Livingstone had labored to secure James E. West, so he in turn besought Dr. Fisher to come to the Scout Movement—even going to Silver Bay, where Dr. Fisher was conducting a summer Training School, to urge upon him the opportunity and, in a way, the duty to bring certain supplementing qualities into the administration.

Dr. Fisher came as Deputy Chief Scout Executive, and also as Director of the Field Department, succeeding Mr. Moffat in the latter office. The time was opportune and propitious for the development of extensive

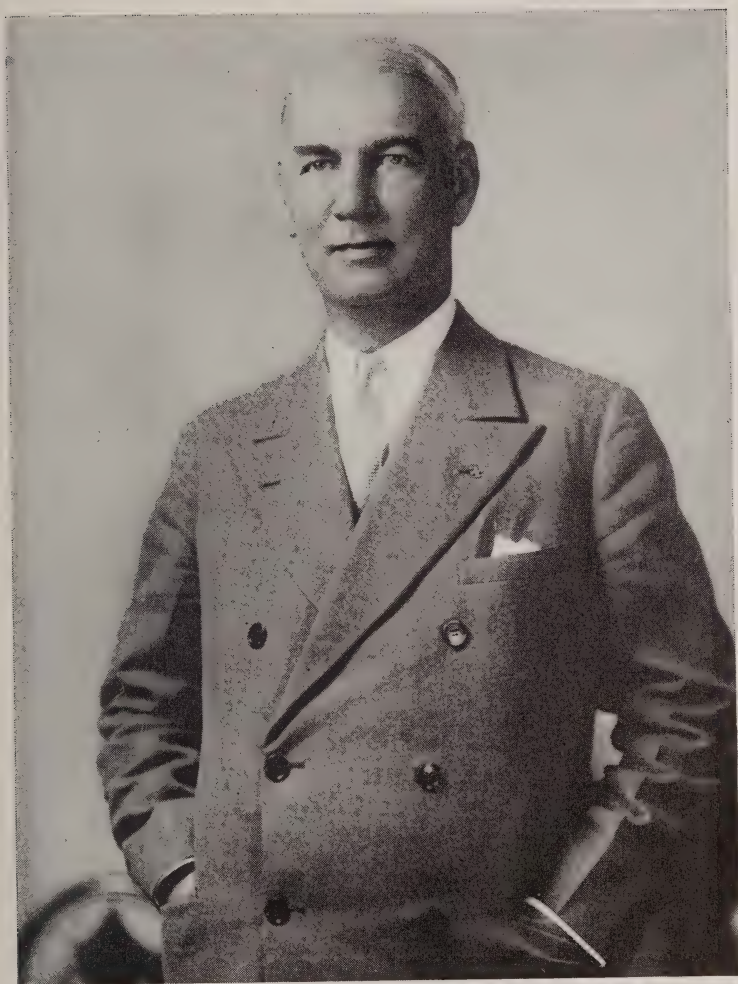
organization plans covering the entire country. Therefore, one of the first attempts made by Dr. Fisher and the existing Field Staff and the Administration, was to visualize what was involved in organizing the entire country under Local Councils, so that every Troop and every section of the country would have the direct service of Councils. In consultation with the National Staff, the Field Staff and various Committees, a Five-Year Field Extension Program was developed to achieve this objective.

New Field Committee

In November 1920, the first meeting of a newly appointed National "Organization and Field Committee," as it was then called, was held. It consisted of Mortimer L. Schiff, New York, Chairman; Walter W. Head, of Omaha; James J. Storrow of Boston; George D. Porter of Philadelphia; Alfred W. Dater of Stamford, and Dr. Lee K. Frankel of New York and Chief Scout Executive James E. West. Dr. Fisher was designated for the specific responsibility of serving as secretary of the Committee. Under the dynamic leadership of its chairman, this committee became exceedingly active. It met monthly in New York. It undertook the furtherance of the Five-Year Field Program, the Quota Plan and the Regional Plan of Organization.

Five-Year Field Program of Extension

The Five-Year Field Program was based on the plan of bringing the entire country under Council Organization. It was assumed at first that a community of 20,000 population, city or county, could support a Council of either the Second or First Class on the basis of adequate men, money and Troops. It was estimated that there were a total of 1,658 such communities of which 1,388 were not yet organized, of these 139 were cities and 1,249 were counties. An estimated reduction in this number, of 25 per cent, was made to allow for unforeseen difficulties. Thus the Five-Year Field Pro-



Dr. George J. Fisher, Deputy Chief Scout Executive.

gram had for its objective, originally, the organization of 1,076 Councils, in addition to the 270 already done. The immediate effort was upon the prospective 139 cities, because in these the population was centralized and the funds could be more readily secured. One hundred Councils were to be secured the first year, and

215 Councils in each of the four successive years. The first year's objective was readily achieved. As experience was gained with the Councils, it was found that First Class Councils were most permanent and efficient. The plan later limited organizations to First Class Councils, which meant the eventual absorption or reorganization of Second Class Councils into First Class.

Modification in the Five-Year Field Plan

As progress was made with the program of extension, new factors evolved which caused a modification of the original basis for organization. Considerable of the unorganized territory was added to the existing Councils, as these Councils often were the trade centers of the areas. Again, it was found that a population of 20,000 was not sufficient to support a Council permanently in the matter of men, money and boys, without strain and without a too large per capita cost. This was true, particularly where the population was scattered. Experience pointed toward larger Councils with an adequate field staff, rather than a larger number of smaller Councils.

In October of 1922, after reports from the Staff, it appeared that there might be, eventually, a total of 1,000 Councils, with about 1,200 Executives, with a membership of three quarter million. The highest total number of Councils required and organized was 659, in 1927, and of these, 638 were First Class and 21 Second Class. This latter group was further reduced by mergers and the number of Executives National and Local reached its peak of 1,043 in 1930. Thus Scouting administration has remained basically volunteer, with a minimum of paid technical leaders, approximately 300 or more volunteers to every employed Executive.

Area Councils

It was this elasticity of Council organization that was characteristic of the Scout Movement, rather than adherence to any mere mathematical formula. How could

the territory best be served, was the question raised. Many Councils now known as Area Councils were exceedingly large, embracing a number of counties in their jurisdiction.

District Committees, however, were being organized within the Councils, each heading up in an Administrative Center—the trade center of the District. The Chairman of each District was made a member of the Local Council Executive Committee. Often this Executive Committee has met in each District in turn. This was likewise true of the Council Court of Honor. Training Courses were mobile and often held at successive points in the Area.

The Scout Movement, therefore, ignoring precedents, worked out a unique method of meeting the problems for bringing man leadership to the remotest area. Gradually Troops that had not been under Council organization were enabled to have it, thus bringing service and advisory man-power closer to the Troops.

Regional Organization

The basic idea back of the six “district”, into which the country was divided for Scouting purposes in 1918, was to place in each a traveling Executive to visit Local Councils and help them do a better job. The work was limited by the number of “Field men” who could be secured with the resources available, and it was further limited by how much ground each man could cover.

In 1919 and 1920, three significant new dynamics were introduced—*first*—the idea of a planned expansion which should develop and organize enough Local Councils to “cover” the entire United States—*second*—was the idea of dividing the country into the desirable and practical number of “Regions” and developing these with Regional Committees into responsible units, enabling the National Council to deputize many responsibilities—*third* was the decision to get resources to secure enough men to man these Regions. Dr. West, as

already stated, had sought and secured for the task of helping plan and direct this new development, Dr. George J. Fisher, M.D., whose spiritual insight, long service as a volunteer in the Movement and whose skill and experience in nation-wide organization gave promise of progress.

Associated with Dr. Fisher in the work of the Field Department at the Home Office, were D. W. Lawrence, 1917-1931; W. A. Whiting, 1918-1920; Arthur A. Schuck, 1923-1931; and Charles N. Miller, 1927-1931; Mr. Lawrence and Mr. Miller continuing in the new Division of Operations, after 1931, under Mr. Schuck as Director.

Twelve Regions

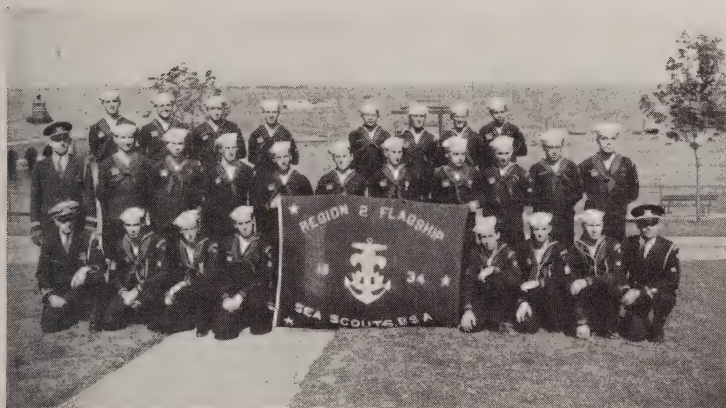
Twelve Regions were decided upon, following somewhat the geographical lines of the Federal Reserve Bank System area, with about four States to a Region, though one Region had two and another six, and two Regions had five States, as is set forth under each in Chapter XIII. This Scouting Region plan of division rested on population, area, wealth and accessibility.

The outlying possessions of the United States, including the Hawaiian Islands, Alaska, Philippines, Puerto Rico, Virgin Islands, Guam, American Samoa, also were directly related to the National Council. The Hawaiian Islands have had from three to four thriving Councils and the Philippine Islands Council and a Council in Puerto Rico were organized by Mr. A. S. McFarlane, who was succeeded by E. E. Voss at Manila and by I. F. Wiltse at Puerto Rico. Alaska later became a part of the Seattle Council.

The Regional Committees

The plan provided for the organization of Regional Committees made up of the members of the National Council from within each Region, this group to meet at least annually. Their relations were advisory to the National Council. The Regional Executive Committee

THE FORMATION OF THE REGIONS



Great Neck, Long Island, Sea Scouts—National Flagship, Rear, 1936.
Region II Flagship, 1934.

would meet between the times of Regional meetings. Regional offices were established in each Region and as a rule, though this practice varied, they were located, in or near the city in which the Regional Chairman resided.

The Regional Chairmen were made ex-officio members of the National Field Committee, thus bringing directly to this committee the needs and problems of each part of the entire country.

The functions of the Regional Committees were developed so as to be in general, promotional, advisory and cooperative in carrying out the policies and programs they had aided the National Council to outline for each Region. Their duties included—studying local and Regional conditions and developing plans and applying procedures to meet the situations; assisting in securing the cooperation of all Councils in making effective the quota and other plans within the Region; participating in developing plans for organizing Councils in the Region, and through subcommittees on Training, Camping, Sea Scouting, Cubbing and the like, co-operating in advancing these programs in the several Councils.

In 1921 Dr. Fisher, on an extended trip, visited each of the Regions, and presented the plan of organization. All-day meetings were held in each Region, at which the quota plan and the extension program were presented for discussion. At the afternoon session, there was a discussion of intensive Scouting matters. The luncheon meetings were given to reports from Councils and a dinner meeting to inspirational addresses. The Regional plan was received with enthusiasm and, in every Region, officers were elected and programs set up for strengthening the work of the Councils.

The chairmen elected at the first meetings and the Regional Executives were as follows:

| Regions | Chairmen | Residence | Regional Executives |
|---------|-------------------|---------------------|---------------------|
| I | James J. Storrow | Boston, Mass. | Roy N. Berry |
| II | Leon O. Fisher | Yonkers, N. Y. | C. A. Gammons |
| III | Huston Thompson | Washington, D. C. | Arthur A. Schuck |
| IV | Edgar Friedlander | Cincinnati, Ohio | M. M. Ammunson |
| V | Bolton Smith | Memphis, Tenn. | Stanley Harris |
| VI | E. B. Douglas | Miami, Florida | H. O. Hunter |
| VII | Noble B. Judah | Chicago, Ill. | W. M. Kiplinger |
| VIII | Walter W. Head | Omaha, Nebraska | John H. Piper |
| IX | Frank C. Jones | Houston, Texas | James P. Fitch |
| X | Chas. L. Sommers | St. Paul, Minn. | C. N. Meserve |
| XI | W. H. Cowles | Spokane, Wash. | C. K. Warne |
| XII | John A. McGregor | San Francisco, Cal. | Chas. N. Miller |

A year later, Dr. Fisher again visited the Regions, attending their first Annual Meetings and marked progress was noted by him in the attendance and interest. Dr. West covered these meetings the third year and was greatly stirred by the reception he received and by the enthusiasm of the men in attendance. Since that year, Dr. West and Dr. Fisher have alternated in their attendance at these meetings. Other members of the National Staff, from time to time, were included in the Regional Meeting programs.

The Regions and the Quota

The Regional Committees have come to play a very important part in all Regional matters. The mem-

bers have been men of influence and wide acquaintance. They have helped get key men interested in new Councils. They have rendered especially valuable service, in making effective the "Quota Plan" of voluntary Local Council contributions to the National Council Budget, as mentioned in Chapter IV.

The first basis and list of amounts, proposed for each Council, were found to be somewhat inequitable and so were changed to a simple population ratio, based on a table of proposed allocations to each population group. These quotas were intimately related to the whole Field Program, not only in time and development, but they actually financed the Field work. It was found necessary to supplement them, however, from other funds, as the National Council expends more on service to Councils in the Region, than is received from the quotas.

The Regional meetings grew in effectiveness over the years. They grew in attendance and gave to the Scouters an opportunity for discussing intimately the problems of Council operations. Later, in most of the Regions, there was developed a plan of section meetings held at several points in the Region, rather than, or in addition to one central meeting, and all Scouters in the Region were invited to attend. This plan made it more convenient for Scouters to be present and added greatly to the attendance. Group discussions were organized to stimulate participation.

The following is typical of the devotion of Scouters to the Regions. When Region Twelve began a series of four section meetings, Messrs. Stuart French, then chairman, John McGregor and Charles C. Moore, members of the Regional Executive Committee, accompanied Dr. Fisher and Charles N. Miller, the Regional Executive, on a tour of all four meetings which were held at such distant points as Salt Lake, Los Angeles, Phoenix (Arizona), and Oakland. It was a memorable visit. This plan of multiple meetings proved popular and most of the Regions later held from two to five meetings, instead of one central meeting, thus a total of

several thousand were in attendance, rather than a few hundred.

Mr. Schiff attended a number of Regional meetings over the years, including, in all, eight of the twelve Regions. In recent years President W. W. Head has also attended many of these Regional Meetings.

The Schiff Plan for Financing Special Regional Field Executives

In the latter part of 1922, Mr. Schiff, responsive to plans urged on him by Dr. Fisher, gave consideration to the proposal that he personally make possible the completion of the extension program by contributing the necessary funds. This plan made possible the placing of a Regional Field Executive in each State, to give his time entirely to Council organization, and as some of the States could be completed in one year, a smaller sum was required for the second year. This plan also relieved the regular Regional staff of organization work and enabled them to place all their efforts on intensive service to the existing Councils. Mr. Schiff had become greatly interested in the Five-Year Field Program and had a part in every decision made in its development.

Mr. Schiff thoughtfully pondered the proposal for a few minutes and then suggested that he might give \$6,000—the budget for one Field Executive—to each of the twelve Regions, on condition that they would match it by a similar sum. Thus was born in principle, the later and famous “Schiff Plan”. He gave to the matter very careful consideration and after a final conference at Blue Ridge, North Carolina, with Dr. West and Dr. Fisher, the details of the offer were worked out in his own mind and he announced his proposal at the National Training Conference of Scout Executives, which he was then attending. He conditioned his gift to each Region, on the raising of the money by the Regions, by April 1923, and that furthermore, 90% of the quotas of the Region should have been pledged.



Nature Study Group of Leaders.

Every Region subsequently matched his offer and Region Two, his home Region, had a renewal of his gift a second year. Furthermore, many of the Regions continued on their own initiative to raise special funds, after the original Schiff plan ceased.

This munificent contribution of Mr. Schiff made possible the eventful accomplishment of the program of extension and without impairing the regular services of the permanent staff.

The Final Spread of Local Councils

In November of 1922, Arizona was the first State to be completely under Council supervision, California followed in 1923, and in 1924, Region 12, the Region comprising California, Nevada, Arizona and Utah was the first Region to be brought entirely under Council within the five-year period. Within three years, most of the other Regions had practically completed their Local Council organization.

The development of this original plan for meeting the urban and rural situation, through this adaptable form of Council organization, was a piece of forward-

looking statesmanship. Practically every Council in America now has some rural territory. The city and the small town and the open country have been brought together in their service to youth. City leaders have shown exceptional breadth of spirit in agreeing to changes in the Council name, and by becoming a district of a Council, which at first was entirely urban. Such names as the "Covered Wagon Council", the "Louis Agassiz Council", the "Fenimore Cooper Council", the "Finger Lakes Council", the "Alamo Council"—reveal the effort to bring about unity and a sense of common interest between country and town. Larger city Councils came first, as funds could be secured more easily. Then, too, many city Councils had, for a period of years, liberally financed Scouting work for adjacent rural areas. More recently, there has been close co-operation between the rural and urban communities through Scouting. The great advance in the building of roads has helped much to bring together Council leaders for the interchange of ideas. The Scouting Movement became a pioneer in a form of social organization that knit the country and the city together in providing a common program of citizenship training for all their boys, whether urban or rural.

As a result of these efforts and activities in the twelve Scouting Regions, they have become much more than mere administrative divisions of the Nation—they are now responsible units, as provided in the Constitution under our Federal Charter, sharing in the planning for and the effecting of constructive youth measures in and for their areas.



CHAPTER XIII

The Twelve Regions

The map on page 285 shows the locations of the twelve Scouting Regions, and at the same time shows their Scout density, or the number of Scouts they have in relation to their population.

Considerable pride has been developed, on the part of the Regional Committees and the Scout Executives of each Region, in the effectiveness and showing of the Region as a Region in matters of training, advancement, tenure, holding power as measured by registration, the outreach to new boys, civic service and other measures of effective Scouting.

In the following brief sketches are included but a few facts and factors, and names out of the many which might be cited in each Region. These are intended to give a bird's-eye-view of the Regions, each of which might very properly be made the subject of a separate historical volume.

Region I—Office, Boston

Francis W. Hatch, Boston, Chairman

Donald W. Moyer, Regional Executive

Region I covers New England, and includes the six States of Maine, New Hampshire, Vermont, Massachusetts, Rhode Island and Connecticut.

Notwithstanding its early settlement, the Region abounds in places and areas of natural beauty un-

spoiled by crowding population, despite its industrial activity, and its large population. It is a summer playground—its mountains, lakes, rivers, forests and its ocean border call to the outdoor life. Distances are not great from the centers of population to these outdoor places.

Though it is but a small 2.1% of the Nation's area, it contains 6.6% of the total population.

The first Regional Executive Committee included the following members, with James J. Storrow of Boston as Chairman: Henry F. Merrill, Portland, Maine; John B. Jamieson, Concord, New Hampshire; Howard I. Russell, Manchester, New Hampshire; the following from Massachusetts: Thomas Motley, Boston; Robert S. Hale, Boston; Francis E. Frothingham, Boston; Harry B. Brown, Fall River; Gifford Simonds, Fitchburg; John A. O'Donohue, Lowell; Francis J. Smith, Lynn; Dr. Morton B. Snow, Springfield, and John A. Denholm, Worcester; T. F. I. McDonnell, Providence, Rhode Island; from Connecticut: Thomas W. Russell, Hartford; Ernest W. Pelton, New Britain; P. Leroy Harwood, New London; Francis R. Cooley, Meriden; Vernal W. Bates, New Haven; S. P. Williams, Jr., Waterbury, and W. D. Fuller, Portland, Maine.

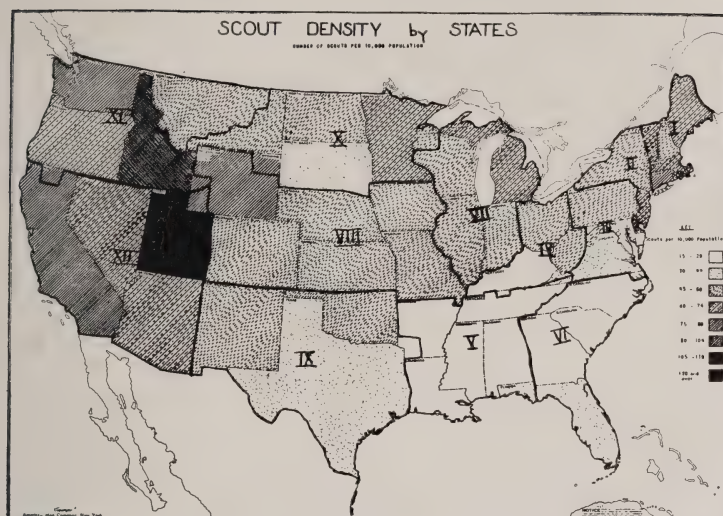
Across the past fifteen years, there have been but four Chairmen of the Region, Francis W. Hatch since 1936; Charles E. Cotting, 1926-1936; Dudley H. Dorr in 1925; James J. Storrow from 1920 to 1924.

Storrow, Jackson and Cotting of Boston, Seton from Greenwich, and Dater of Stamford, Connecticut, have served actively and prominently on the National Executive Board.

The Universities of the Region have made their facilities available for training courses, and men of their faculties have been active in the education work of the Movement.

Carey of Waltham, Massachusetts, started our first Sea Scouts in 1911. In more recent years Lynn, Massachusetts, organized what was probably the first complete "group" in the institution—a Cub Pack—Scout

THE TWELVE REGIONS



Scout Density in the Twelve Regions (1932).

Troop—Sea Scout Ship, and a Rover Crew—led by Headmaster Philip Emerson.

Also Robert S. Hale, for years active on the Regional Camping Committee, took the Rover Course at Gilwell Park, England, and, upon his return in 1929, started Crews of Rovers in New England.

In 1925, Region I had 37,773 Scouts, which by 1936 they had augmented 60% to 60,322. It had in 1936 6.4% of the 12-year old population of the country and 7.9% of our Scouts.

The Regional Executives have been Roy N. Berry, 1918-1923; Harold B. Converse, 1924-1928, assisted by Deputies H. H. Wilkel, F. P. Abbott and F. H. Keifer; and Ralph H. Nodine, from 1928 to 1937, with Deputies Wm. E. Severance since 1929, H. B. Holbrook since 1930, and G. S. Felker in 1929-1930.

Region II—Office, New York City

M. Herbert Eisenhart, Rochester, N. Y., Chairman

Gilbert H. Gendall, Regional Executive

Region Two includes the two States of New York and New Jersey with their great centers of population and industry. Distances are greater than in Region I. Buffalo is some 575 miles from southern New Jersey by rail line. This Region contains 1.9% of the U. S. area and 13.5% of its population. Its natural resources for outdoor activities are excellent. The mountains of New Jersey and of Northern and Central New York are widely used as summer resorts and for winter sports as well. In this regard a problem exists, as 40% of the Region's 12-year-old boy population is crowded into New York City.

The first Regional Committee was made up of Leon Fisher of Yonkers, Chairman; Mortimer L. Schiff, New York City; D. J. Kelly, Binghamton, J. T. Morey, Buffalo; E. V. Cox, Plainfield, N. J.; C. H. Oakley, Trenton, N. J.; DeWitt Van Buskirk, Bayonne, N. J.; Judge J. C. Cropsey, Brooklyn; Martin Vogel and A. J. Deer, Hornell, N. Y.

By virtue of New York City having been the National Headquarters of various youth movements in 1910—and by virtue of their active interest in furthering the Scout Program, this Region has contributed heavily to the membership of the National Executive Board. Beard, Bomus, Hanmer, Hoyt, Jenks, Murray, Pratt, Presbrey, Robinson, Schiff of the 1910 Board, all came from the Region and served with distinction. Eighteen of the forty-four members of the 1936 Board live in Region II. (See Roster in Appendix A.)

The Universities of the Region, particularly those in New York City, have made great contributions, recorded in other chapters of this history.

The first summer training camp was held at Silver Bay, N. Y., in 1910, and the first Scout Executive Training Conferences in 1918, 1919 and 1920.



An Appalachian Cabin.

G. Barrett Rich, National Executive Board Member from Buffalo, relates how the Buffalo Council developed following the visit of General Baden-Powell and Chief Scout Executive West in Buffalo, February 20, 1912.

We have already cited in Chapter XI, early Region II Troops, O'Brien at Buffalo, Gray at Montclair, Smith on Staten Island, as among the very first Troops in the country.

In the past 15 years there have been five Chairmen of the Regional Committee: M. Herbert Eisenhart of Rochester, since 1936; Amory Houghton of Corning, New York, 1933-1936; Senator W. Warren Barbour of Red Bank, N. J., in 1932; Marshall Field of New York City, from 1925 to 1931; and Leon O. Fisher of Yonkers, from 1921 to 1924.

In 1925, Region II had 78,665 Scouts; on December 31, 1936, it had 113,978 (a growth of 44.9%).

While this Region has but 12.4% of the 12-year-old boy population of the country, it enrolled and served 15.1% of all of our Scouts in 1936.

John R. Boardman served this "district" in 1918. Charles A. Gammons was Regional Executive from 1920-1925, assisted by Deputies E. K. Jordan, Nobel P. Randel and R. P. Anderson; Gilbert H. Gendall since 1925, with L. D. Cornell since 1934 and Chas. W. Gamble since 1929, as Deputies. Former and special Deputies include R. W. Giviens, W. E. Wiley, W. F. Dearmin, B. G. Anderson, G. Kelliher, E. J. Mellen and R. P. Anderson.

Region III—Office, Philadelphia

Harmar D. Denny, Jr., Pittsburgh, Chairman

Paul H. Love, Regional Executive

This Region contains the States of Delaware, Maryland, District of Columbia, Pennsylvania, Virginia (except one county in Region 5, and 5 counties in Region 4), 8 counties in West Virginia and 6 counties in North Carolina.

It makes up 3.4% of our national land area, and is the home of 11.8% of the total population. It cuts squarely across the Appalachian Mountains and offers most attractive outdoor features well suited to Scouting. In general, its terrain is rougher than that of its neighboring States.

Region III has been close to the development of Scouting because it contains the District of Columbia where so many things centered, incident to our Federal Charter and early history.

The first Regional Committee included: Huston Thompson of Washington as Chairman; Colin H. Livingstone, Washington; Gilbert S. McClintock, Wilkes-Barre; John M. Phillips, Pittsburgh; Hon. Charles M. Curtis, Wilmington, Delaware; Alfred Riggs, Baltimore; D. W. Durrett, Richmond, Virginia; George D. Porter, Philadelphia.



A New Jersey Camporal.

Region III, before it was so called, was the scene of two very interesting Scout experiences—the notable service rendered to the old veterans at the Gettysburg Reunion, in 1913, by some 528 Scouts under the direction of E. S. Martin, the Scout Commissioner of Washington, D. C. The same year they were called to do emergency service in the Ohio floods.

The other was the first National Scout Rally held in Washington by Martin in 1912, with Patrols from Albany and Brooklyn, N. Y., Philadelphia, Baltimore and Washington.

Livingstone, West, Neill from Washington; Garrett, Porter and Hart from Baltimore and Philadelphia, came to the National Board in the first two years. Today, in addition to Livingstone and West, Adler, Bok, Olmsted and Phillips represent this Region.

As Chairman of the Regional Committee, Harmar D. Denny, Jr., of Pittsburgh has served since 1934; George W. Olmsted of Ludlow, Pennsylvania, from 1930 to 1933; Wm. S. Ellis of Bryn Mawr, Pennsylvania, 1925 to 1929; George D. Porter of Philadelphia in 1924; and Huston Thompson of Washington in the period from 1921 to 1923.

In twelve years the Scout membership has grown 42.9%, from 58,149 in 1925 to 83,142 in 1936.

The Region had 12.3% of all the 12-year-old boy population of our country and had 11.0% of our Scouts in 1936.

The first District "Executive" was Haywood M. Butler, 1916-1918, assisted in 1918 by Harvey A. Gordon, as Deputy, who later succeeded him and who later was succeeded by A. A. Schuck in 1919. From 1921-1935, Roy F. Seymour was Regional Executive, with Deputy Executives Major D. G. Van de Boe since 1926, and J. Lee Calahan, 1930-1935; H. G. Nagel beginning 1937; and prior to that Chas. E. Wood, 1925-1930, and also H. A. Baldwin and Alexander Mitchell.

Beginning February, 1936, the Regional Executive was Paul H. Love.

Region IV—Office, Cincinnati

Frank G. Hoover, North Canton, Ohio, Chairman
C. E. Shriner, Regional Executive

In this territory are included the following States—Kentucky (except 3 counties under Region 7), Ohio, West Virginia (except 8 counties under Region 3), 3 counties in Virginia, and 2 counties in Tennessee.

The countryside varies in character from the mountains and hills of Kentucky and the Ohio River, to the level Great Lakes plains at the north of Ohio—most of it, however, is attractive for the outdoor activities of Scouting.

This section represents 3.5% of the national area and supports 8.9% of the total population.

It was in this Region that Daniel Carter Beard passed his boyhood—a Region where Lincoln was born—where Daniel Boone lies buried beneath two towering trees on the hill overlooking the State capitol at Frankfort, Kentucky.

The first Regional Committee consisted of Edgar Friedlander of Cincinnati, as Chairman; Leonard

THE TWELVE REGIONS



A Connecticut Group in the Saddle.

Spitzer, Toledo; Homer Jewitt, Cleveland; Max Stearn, Columbus; N. S. Dortch, Louisville; F. W. Weiland, Paducah; J. L. Dickinson, Charleston, W. Virginia; A. G. Hubbard, Wheeling, W. Virginia; B. H. Swift, Fremont, Ohio.

Region IV has pioneered in Scouting for Negro boys, through the successful experience of Louisville, where Scout Executive A. T. Benson (now of Pittsburgh) and Dr. Wheat, who by organizing Negro Troops, broke the trail which the rest of the great South has since followed.

Columbus seems to have had the first Council in the Region, perhaps in the country, with Scout Commissioner E. S. Martin in 1910, though Frank Gray of Montclair, New Jersey, probably was appointed not long after. There have been but two Chairmen of the Executive Committee of the Region in 15 years, Frank G. Hoover of North Canton, Ohio, since 1926, and Edgar Friedlander of Cincinnati from 1921 to 1925—both active in their local communities as well.

The Regional office was in Columbus up to 1930 except 1924-1926 when it was in Louisville, Kentucky, in Akron from 1931-1934, and in Cincinnati since 1934. Mr. Hoover has actively represented the Region on the Executive Board since 1929.

During the past decade the Scout membership of Region IV has increased 76.4% from 34,087 in 1925 to 59,142 in 1936.

As this section of the country was settled, many colleges and universities were organized, Ohio now having 58 and Kentucky 35—these have been of great service to the Local Councils in training matters.

With 9.1% of the 12-year-old boy population of the country to draw from, the Region had 7.8% of our total Scout membership in 1936.

Parts of this Region were administered from Chicago and part from Chattanooga prior to 1920.

M. M. Ammunson was Regional Executive from 1920-1923, with J. M. Butcher, Deputy; C. E. Carmack served from 1924 to 1926, assisted by Deputies H. H. Hughes and W. R. Sharrett; Perry A. Lint was Regional Executive from 1926 to 1930, with H. T. Foley, W. C. Haley and George F. Metter as Deputy Executives; Dwight M. Ramsay was in charge from 1931-1934, with H. W. Haun as Deputy.

Since 1934, C. E. Shriner has served as Regional Executive, with Charles E. Wood, since 1931, B. W. Stayton, 1934-1936, and Perle L. Whitehead and O. B. Even-son beginning in 1936, as Deputies.

Region V—Office, Memphis

Joshua K. Shepherd, Little Rock, Ark., Chairman
Harley E. Erb, Regional Executive

This far-flung Region includes Alabama, Arkansas (except 6 counties in Region 9), Louisiana, Mississippi, Tennessee (except 3 counties in Region 4), and 10 counties in northwest Florida.

Its land features pass from the mountains and hills of Arkansas and Tennessee, to the flat coastal plains of the Gulf of Mexico, with the Father of Waters flowing right through it, the determiner of much of its general topography. This Region stretches 450 miles north and south, some 760 miles diagonally, and with 8.2% of our land area is the home of 9.2% of our total population.

It contains 31.2% of our total Negro population.

The first Regional Executive Committee consisted of Bolton Smith, Memphis, Chairman; Carl Faust, Jackson,

Mississippi; H. H. Andrews, Birmingham; Gordon Peay, Little Rock; W. M. Barrow, Baton Rouge; Keafe Lindsey, Kingsport, Tennessee; Oscar Johnson, Clarksdale, Mississippi.

Bolton Smith, a member of the National Executive Board from 1918 to his death in 1935, was a moving spirit in the development of Scouting in the South. While Louisville had the first large scale success with Negro Troops of Scouts, the very early issues of the SCOUTING magazine, in 1913 and 1914, record rallies and camping of Negro Scouts in Memphis and Nashville. It was Bolton Smith who quietly and continuously furthered Negro Scouting in Memphis and in the South in the Executive Board, and among the Foundations which have supported the Inter-Racial Work, which he and Harris labored to further.

In 1925, Region V had 25,675 Scouts; by the end of 1936, 32,928, a growth of 28.2%, despite the heavy hand of agricultural low prices, droughts and floods.

The Chairmen of the Regional Executive Committee and their years of service have been: Joshua K. Shepherd, Little Rock, Arkansas, 1934; C. Arthur Bruce, Memphis, Tennessee, 1931-1933; A. J. Peavy, Shreveport, Louisiana, 1929-1930; Carl Faust, Jackson, Mississippi, 1926-1928; Bolton Smith, Memphis, Tennessee, 1921-1925.

With 9.7% of the total 12-year-old boy population to draw upon, the Region had 4.3% of our Scouts in 1936.

From 1917 to 1921, the entire South was in one "District" and from 1921-1925 in two Regions, with Stanley A. Harris as Regional Executive, assisted by Deputies James Steere, H. L. Gaskin, and H. W. Lewman. C. E. Carmack was a deputy from 1920-1922 and Executive from 1922-1923. From 1927 to the close of 1936, Harold W. Lewman served, assisted by W. D. Janin, J. V. Dabbs and Harley Erb, 1933-1935, and Glen Nordyke beginning 1936, as Deputy Executives. From 1935-1936, H. E. Bonds and Frank W. Braden were deputy Executives.

Region VI—Office, Atlanta

Paul W. Schenck, Greensboro, N. C., Chairman
Honorary Chairman, Mell R. Wilkinson, Atlanta, Ga.
W. A. Dobson, Regional Executive

This, our South-Eastern Region, covers Florida (except 3 counties in Region 5), Georgia, 2 counties in Alabama, North Carolina (except 6 counties in Region 3), and South Carolina.

Its terrain and climate exhibit considerable range from Florida, our most southerly State, to the mountains of North Carolina. Generally, this terrain follows the pattern of an inner backbone of the highlands, sloping off to the salt marshes of the Atlantic and the Gulf. The outdoor features range from the summer resort to the winter playground, along all year beaches and among the palms and orange trees—here the outdoors beckons the Scout as well as the tourist.

From southern Florida to northern North Carolina the Region extends over 900 miles in length, with 6.2% of our area and housing 7.4% of our population.

Among the early Local Council organization dates in this Region are Winston Salem, 1912; Miami, 1914; Charlotte, N. C., 1915; Atlanta, 1916; and Wilmington, N. C., 1916. From the early 20's Region VI has had a separate identity. (See Region V.)

The first Regional Committee contains the names of earnest and long time friends of boys and of Scouting: E. B. Douglas, Miami, Chairman; Mell R. Wilkinson, Atlanta; Rogers Davis, Charlotte; Roger Miller, Macon; H. D. Wheat, Gaffney, South Carolina; E. R. Calloway, LaGrange, Georgia; Harry Meikleham, Lindale, Georgia; Major Henry Raines, Charleston; W. C. Lanier, West Point; George Stephens, Charlotte; Christie Benet, Columbia; J. C. Chase of Jacksonville, and now of Sanford, Florida.

The Area Council was a distinctive development in the Region, due to a preponderance of rural population and due to economic conditions, which made it

THE TWELVE REGIONS



Amid Southern Pines.

necessary to bring rather large units together, in order to support the services of a Local Council—except in the larger cities.

In 15 years, the Region has had but three men as Chairmen—Paul W. Schenck, Greensboro, North Carolina, since 1929; Mell R. Wilkinson, Atlanta, Georgia, 1926 to 1928 (Honorary Chairman since 1928); E. B. Douglas, Miami, Florida, 1921 to 1925.

In 1925, the Region VI had 22,157 Scouts; at the close of 1936 there were 32,778, an increase of 47.9%.

Region VI had at that time 9% of our total 12-year-old boy population and 4.3% of our Scouts. It also is going forward in serving the Negro boy, as 26.7% of the total Negro population is in Region VI.

Following Stanley A. Harris' pioneer service in this section, from 1917, it became a separate Region under H. O. Hunter, from 1922 to 1926. He was succeeded by Francis D. Chadwick from 1926 to 1930, and with C. O. Ward, E. J. Mellen and H. F. Sharp as Deputies. From 1931 to 1936, Kenneth G. Bentz was Regional Executive, with Herbert Stuckey as Deputy also since 1931. In February, 1936, W. A. Dobson of Atlanta became Regional Executive, Mr. Stuckey continuing as Deputy.

Region VII—Office, Chicago

_____, Chairman

Ralph H. Nodine, Regional Executive

This is the North Central section of the country centered about Chicago and includes Illinois (except 1 county in Region VIII), Indiana, Michigan and Wisconsin (except 5 counties in Region X), and 1 county in Minnesota, and 3 counties in Kentucky, which with 6.7% of our land area supports 15% of our population.

While the land surface slopes toward the Great Lakes and at the north is the Glacial Plain, yet there are rugged hills in each of the States and abundant waters calling to the open. What is now Region VII was but a part of "The Mid-West", as the central third of the country was called, when J. P. Freeman was sent to Chicago to serve this great area in 1917.

The first Executive Committee in 1921 included: Noble B. Judah, of Chicago as Chairman; Arthur Davidson, Milwaukee; Dr. Thomas C. Howe, Indianapolis; Lewis L. Smart, Detroit; W. M. Wood, Decatur, Illinois; L. M. Hanks, Madison, Wisconsin, and Mr. True, Grand Rapids, Michigan.

As the development of Region II was closely related to New York City and the National Council Office, so Region VII was stimulated by Chicago, and in 1910 when that city became active in Scouting, it spread into the surrounding States. The great Universities in these States cooperated and stimulated training, as did the Y. M. C. A. College in Chicago, and the Culver Military Academy in Indiana.

One very interesting feature of the work of the early days was that so many who helped start Scouting as volunteers, later came to give it their full time. The training of leaders and the recruitment of Executives were strong features of this Region, under the influence of Judson P. Freeman.

While Sea Scouting with Carey in Region I, and with Longstreath in Philadelphia antedated its appearance

THE TWELVE REGIONS



Mounted Senior Scouts in Western Country.

in Chicago and Region VII, this section has figured heavily in its later development and its expansion under Commodore Howard F. Gillette and Thomas J. Keane, both of Chicago.

The Chairmen of the Regional Committee have included: Philip L. Reed, Chicago, 1929-1936; Charles F. Glore, 1923-1928; Lewis L. Smart, Detroit, 1922; Noble B. Judah, Chicago, 1921.

This is our largest Region in number of Councils, having 87 Councils in 1936, though Region II with 72 Councils had more Scouts—113,978 in 1936.

In 1925 it enrolled 74,107 Scouts; on December 31, 1936, 110,437, a growth of 49%.

Region VII had 14.3% of all the 12-year-old boys of the country and enrolled 14.6% of all our Scouts in the year 1936.

Judson P. Freeman was National Field Commissioner of the Middle West, beginning 1915. Walter M. Kiplinger was Regional Executive from 1921-1934, assisted by Deputies H. H. Hughes, F. D. Chadwick, E. H. Justice, W. J. Adams, E. J. Ronsheim, E. M. Sain, B. Andrews, C. G. Speer, W. W. Shaver, A. F. Claude and C. M. Finnell.

From 1934-1937, Dwight M. Ramsay served with Deputies C. M. Finnell since 1921, A. F. Claude and W. W. Shaver both since 1927, and George E. Chronic since April, 1935. In 1937, Ralph H. Nodine became Regional Executive, when Mr. Ramsay became Assistant Director of the Division of Operations.

Region VIII—Office, Lincoln, Nebraska

L. W. Baldwin, St. Louis, Mo., Chairman

Fred G. Davie, Regional Executive

This immense area stretches from the Father of Waters up the foothills and into the Rockies. It includes Colorado, Iowa, Kansas, Missouri, Nebraska, Wyoming (except 2 counties under Region XI, 1 county under Region XII, and 3 counties under Region X), and 1 county in Illinois.

It is a varied Region—the fertile prairie corn-lands of Iowa, the Ozark forests of Missouri, the dryer plains of Kansas and Nebraska rising gradually to the foothills of the Continental Divide and the rugged Rocky Mountain lands of Colorado, and Wyoming towering above fertile valleys. This is our largest Region, geographically containing 15.6% of our area with 8.6% of our total population. It is 1,170 miles across it diagonally.

There were Troops dotting the plains in 1910 and 1911. The U. S. Government got its 4-H Club idea and early development of it, from an Iowa County Superintendent of Schools, O. H. Benson.

While started in Region III, at Lafayette College, Alpha Phi Omega, our college Scout Society, has been developed largely and promoted from this Region, through H. Roe Bartle and Fred Davie and others.



Older Scouts Camp in New Mexico.

Region VIII has developed, with especial success, the large spectacular public events of Scouting. The Kansas City and St. Louis Circuses and Merit Badge Shows have been big events which established high levels of organizational skill and creative satisfactions for boys.

To meet the demands of a Council area 600 miles long, the Omaha Council, for example, developed its itinerant camp—the “Scout Camp on Wheels.” It served a group of Troops and then, like the ancient circus, packed up and moved a hundred miles, set up and served another group of communities.

President Walter W. Head, of the National Council, then of Omaha, was the Chairman of the First Regional Executive Committee. Associated with him were H. H. Polk, of Des Moines, H. Kountz, of Denver, Clarence H. Howard, of St. Louis, Ed. B. Smith, of Kansas City, Mo., Morris L. Alden, of Kansas City, and B. B. Brooks from Casper, Wyoming, on the Powder River. Out of that first Regional Committee came two men who have rendered great service to the Movement on the National Executive Board—Head and Howard.

The Chairmen of the Committee have been L. W.

Baldwin, St. Louis, since 1930; Frank J. Burch, Pueblo, 1928-1929; Hon. Samuel R. McKelvie, Lincoln (Hon. Chairman, 1929), 1926-1928; Walter W. Head, Omaha, 1921-1925.

In 1925, the Region had 50,519 Scouts and on December 31, 1936, had enrolled 64,699, an advance of 28.1%.

Region VIII, with its 36 Councils, had 8.3% of our total 12-year-old boy population to deal with and enrolled 8.6% of all our Scouts, as of the close of 1936.

With the fixing of the general boundaries of the twelve Regions, this Region was organized with John H. Piper as Regional Executive from 1921-1924, assisted by Fred G. Davie and E. C. Wright as Deputies. Since 1925, Fred G. Davie has served with E. B. Moore as Deputy since 1931. Previous Deputies included John E. Wilson, L. E. King, Glenn C. Fordyce, L. R. Vernon, Paul H. Love and B. W. Stayton.

Region IX—Office, Dallas, Texas

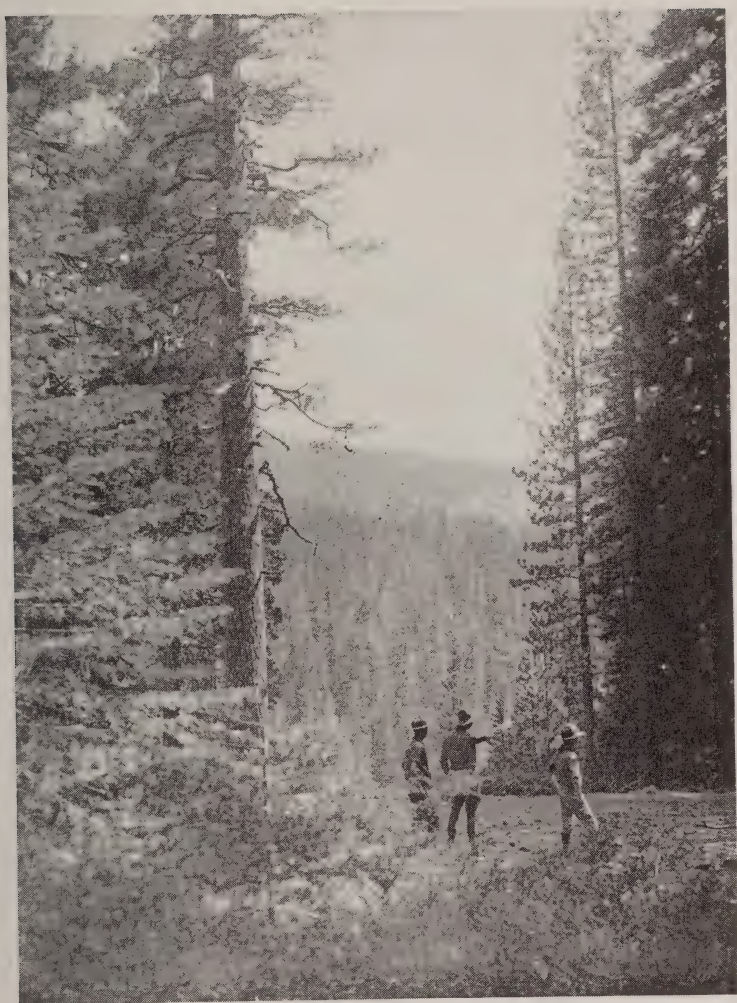
L. B. Denning, Dallas, Texas, Chairman

James P. Fitch, Regional Scout Executive

This Region is in the heart of the old "cattle country" and the newer oil development. It includes New Mexico, Oklahoma, Texas and 6 counties of Southwest Arkansas.

It is an empire in size, containing 15.4% of our area and is the home of 7.2% of our people. It is a colorful and picturesque area, full of contrasts from the Gulf Coast and Rio Grande Valley, on over the wide ranges of Texas and Oklahoma, crossed by rich valleys, up into the highlands of New Mexico, past Tucumcari and Albuquerque and Santa Fe.

The first Regional Committee was under the Chairmanship of Frank C. Jones of Corpus Christi, Texas. With him were Luther Stark of Orange, Texas; Ed. Steadman, Beaumont, Texas; E. W. Hill, Shawnee, Oklahoma; Tom Hale, McAlester, Oklahoma; O. K. Corken, Oklahoma City; J. S. Graham, Enid; E. S. Nesbit, Altus, Oklahoma.



Alameda, California, Scouts on Hike.

One of the distinctive things done in this Region has been the taking of Scouting and Cubbing to the Indian boys. The majority of the Indians in the United States live in this picturesque Region and only those who know intimately of our strange dealings with the Red

men know how meaningful has been this opportunity to bring Scouting to them. Navajo lads have scaled the mountains to gather pinon nuts to exchange them for a SCOUT HANDBOOK!

Along the Rio Grande are thousands of Mexican boys, to whom also Scouting has been made available. All the Councils in this Region have developed Troops for Negro boys.

In 1925, Region IX served 26,875 Scouts, in 1936, they reached 48,444, an increase of 80.2%.

The Chairmen of the Executive Committee have been: L. B. Denning, Dallas, Texas, 1936; T. J. Horseley, Wewoka, Oklahoma, 1934-1935; Charles F. Roeser, Fort Worth, 1931-1933; Frank W. Wozencraft, Dallas, 1926-1930; Frank C. Jones, Houston, 1921-1925.

In 1936, Region IX had 7.7% of the 12-year-old boys of the United States and 6.4% of all the Scouts.

Prior to 1921, the States in this Region were administered as a part of the South (see Region V). Since 1921, James R. Fitch has been the Regional Executive, with Floyd M. O'Neal as Deputy Executive from 1930 to 1936, and succeeded by Minor Huffman. Previous Deputies, both regular and special included: A. C. Dunn, R. Price, W. P. Knox, Dr. E. G. Green, A. H. Watts, W. Y. Durrett, E. E. Voss, J. C. Campbell, A. F. Sawyer, W. E. Crozier and M. Huffman.

Region X—Office, Minneapolis

Chas. L. Sommers, St. Paul, Chairman

Kenneth G. Bentz, Regional Executive

With the exception of a few industrial and milling centers, this area is big open farm land and plains. It includes Minnesota (except 1 county in Region VII), North Dakota, South Dakota, Montana (25 counties) and five counties in Wisconsin.

It is large, 10.4% of our whole national area, though supporting only 3.5% of our total population.

The terrain varies from the Northern lakes, on to

flat prairies and ranges over which the winds blow relentlessly, on to the "Bad Lands" and on into the majestic mountains and rich valleys of Montana. It is big, distances are great.

On the first Executive Committee of the Region, in 1921, there were: Charles L. Sommers, as Chairman; W. P. Chestnut, North Dakota; Edgar G. Maclay, Montana; F. B. Bartlett, South Dakota; John Mitchell, Minnesota; P. A. Silberstein, Duluth; Foster P. Hannaford, St. Paul, Minnesota.

This is the only Region which has had but one Regional Chairman, as Charles L. Sommers has served effectively and efficiently in that capacity since the Region was organized in 1921.

Being primarily a farm country rather than industrial, there has been a definite and especially effective development of the rural aspects of Scouting. The radio, the press, the post, have been used to keep contact with the more isolated boys and units of the Region. Mr. C. D. Velie, and his foundation for Training and Rural Work, Commissioner Block, Gov. Nestos, Frank Bean, Bill Brown, Frank Gold, Clarence Randall, and many others have helped the 9,804 leaders of the Region who were active on December 31, 1936.

The Itasca Park Summer Training Sessions have been widely known and attended. The annual canoe trips sponsored by the Regional Committee have served for enriched fellowship and closer touch with Scouting techniques. Pack-saddle trips into the Rocky Mountains, and cooperation with State and County Fairs have been special features also.

In 1925, the Region had 15,023 Scouts, in 1936 it boasted 29,327, a growth of 95.2%, the largest percentage of growth of any Region in that period, two-thirds of that total growth having come by 1930 and being held by a high percentage of re-registration.

The Region had 3.7% of all our 12-year-old boys and supplied us with 3.9% of our Scout enrollment at the close of 1936.

This Region has had a separate identity since 1919,

when Frank N. Zeller served there under J. P. Freeman, from the Mid-Western Office in Chicago. C. N. Meserve was Regional Executive from 1921-1923, and was succeeded by H. F. Pote from 1924-1930. Mr. Pote's Deputies included F. B. Monson, E. H. Baaken, B. W. Stayton, and H. G. Nagel. From 1930-1936, Paul H. Love served with H. H. Prescott as Deputy, since 1931, and L. D. Cornell, 1930-1933, and K. G. Bentz, 1929-1930. In 1935, E. H. Baaken returned as Deputy and in February, 1936, Kenneth G. Bentz returned to the Region as Regional Executive.

Region XI—Office, Spokane, Wash.

Reginald H. Parsons, Seattle, Wash., Chairman

Edward L. Curtis, Regional Executive

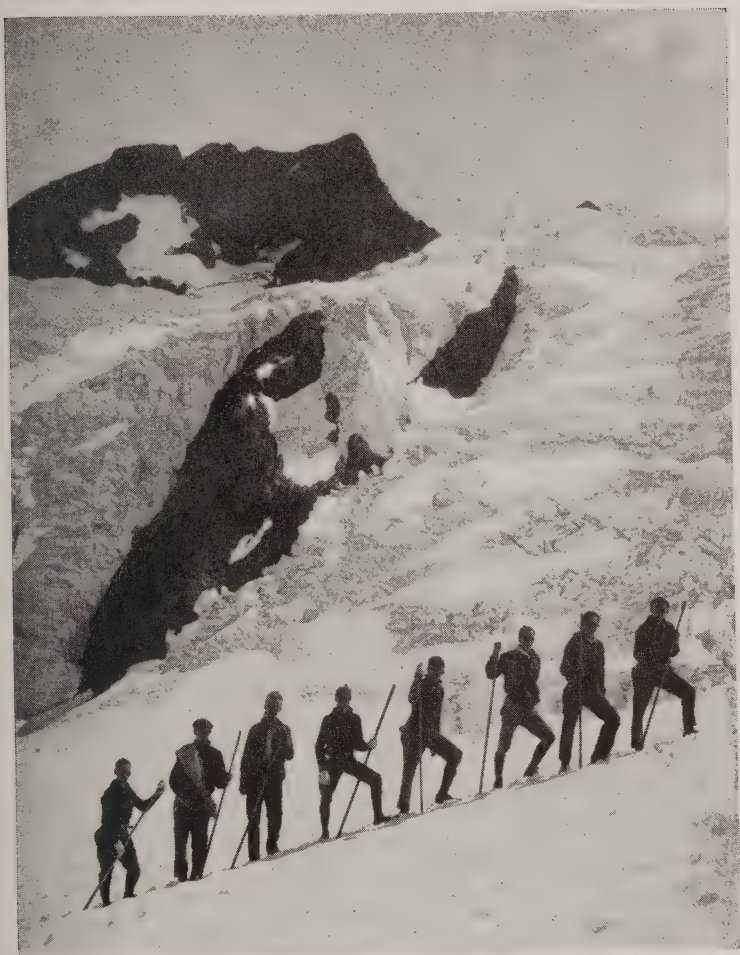
This great "Northwest Territory" includes Washington, Oregon, Alaska, Idaho (except 1½ counties), Montana (except 25 counties), Wyoming (1½ counties), Utah (part of 2 counties), California (1 county), which is 11.4% of our total land area, but with only 2.7% of our total population living in it.

This is country of rare beauty—towering mountains, snowcapped, carpeted with green forests, below which nestle rich valleys where streams flow and grains and fruits grow. The Japanese current of the Pacific, like the Gulf Stream of the Atlantic at the opposite corner of the United States, modifies the coastal climate.

It has been said that no part of this Region is out of sight of a mountain. Certainly, it abounds in natural settings for Scout outdoor experiences.

The first Regional Committee included: W. H. Cowles, of Spokane, Washington, as Chairman; C. C. Colt, Portland, Oregon; Stanley A. Easton, Kellogg, Idaho; A. J. Davis, Butte, Montana; Frederick Schmidt, Salem, Oregon; W. N. Northrup, Boise, Idaho; William Howarth, Everett, Washington.

The Councils and Scouts of the Northwest coast have always enjoyed a close fellowship with their Canadian



Seattle Scouts on Mt. Olympus Glacier.

brother Scouts, across the unfortified border between them. As a result of this interchange of influence, Seattle early developed "Wolf Cubs," and Rovers by 1928. Also the proximity of the mountains led to the development of older Scout specialized groups, the forerunner (with Region XII) of the present "Explorer" program.

In 1936, the Region had 2.5% of the total annual crop of 12-year-olds, but had 4.2% of the total Scouts enrolled, a record excelled among the Regions, only by its neighbor, Region XII.

Up to 1933, the Region had had but one Chairman, W. H. Cowles, of Spokane, 1921-1933. Although still on the Committee, he was succeeded in 1934 by Reginald H. Parsons of Seattle.

In 1925 the Region had 20,985 Scouts; in December, 1936, it had 31,842, an increase of 51.8%.

Pioneer work was first done on the Pacific Coast by Moffat and later by Cross. C. K. Warne was Regional Executive from 1921-1924, succeeded for one year by G. H. Oberteuffer. From 1924-1933, John H. Piper served and was followed by Edward L. Curtis in 1934. W. L. Hayward served as Deputy to both Piper and Curtis beginning 1925 but was on sick leave the first half of 1937, during which time Robert H. Hayes became Deputy.

Region XII—Office, Los Angeles, Calif.

Judge J. F. Pullen, Sacramento, Calif., Chairman
C. J. Carlson, Regional Executive

This Region includes California, Arizona, Nevada and Utah, 15.4% of our land area and housing 5.4% of our population. In the decade from 1920-1930, California led all States in population growth, with Florida a close second, showing how the appeal of the out-of-doors was growing. This area contains unusual national parks—towering mountains, sheer precipices, mysterious canyons, giant sequoia, grim deserts at whose rims irrigation has forced them to give of their fertility—truly a land for Scouts, and to the westward lies the great Pacific Ocean.

In 1912, came the first large scale church "adoption" of Scouting by the Mormon Church, thus laying the foundation for their subsequent use of Scouting, for so nearly all their boys of Scout age.

THE TWELVE REGIONS



Miami Scouts Greet President Hoover.

It was to the Pacific Coast, in 1914, that the first “missionary” Commissioner, H. D. Cross, was sent to organize Councils—a service that continued for a half dozen years, and was carried on by Charles N. Miller for eight more. The larger centers responded promptly. In Utah, the Mormon Church adopted Scouting at an early date and enrolled the highest percentages of its boys as compared with others. The Region as a whole responded to Scouting, organized early, and since has kept at it. The first Executive Committee contains the names of men active both locally and nationally during their lifetimes: John A. McGregor, San Francisco, Chairman; Duncan McKinnon, San Diego; Emil Gundelfinger, Fresno; Arthur Letts, Los Angeles; M. B. Hazeltine, Prescott; Col. Edward Thompson, Phoenix; Richard Lyman, Salt Lake City; W. H. Sherman, Ogden; Charles C. Moore (Member at large). McGregor was succeeded as Chairman by Stuart French, who in turn was followed by Charles E. Rinehart, up to 1936.

In 1925, the Region had 40,874 Scouts; in 1936, 68,799, a growth of 68.3%, the second highest growth. However, from 1919-1925 it had grown 100%—so that early in the process of growth analysis and council analysis, the Region ranked high. In 1925, it ranked first in its percent of boys available that it enrolled—it ranked first in 1934 as shown in the regional general view on the first page of this chapter. Its percentage of Scout reregistered (71.6%) led the other Regions in 1936. It was the first Region wholly organized under Local Councils.

There are nine Regions that have more boys than Region XII has with but 4.3% of the boys population to work on, but it has 9.1% of our Scouts. Region XI ranks second in that “drawing” power.

With a new crop of 55,716 new 12-year-olds coming on year after year, it is evident that the excellent showing of 68,799 Scouts of all ages and years of tenure, still leaves many others to whom Scout training and opportunities may be extended in this Region now serving the largest percentage of its boys.

As mentioned Harry D. Cross served here from 1914-1919, assisted by Deputy Executive Charles N. Miller who succeeded him from 1919-1926. As Deputies, Miller had: Donald Monroe and E. L. Curtis, and G. S. Felker. Since 1927, C. J. Carlson has served with Oscar A. Kirkham who has been Deputy since 1925, and O. C. Alverson since 1934. E. L. Curtis was Deputy from 1927-1933. Calvin McCray started as Deputy in 1937.

Outlying Territory

The three Scout Councils in the Hawaiian Islands are counted a part of Region XII, and Alaska as part of the Seattle Council is in Region XI.

We also have a council in the Philippine Islands, one in Porto Rico, which includes the Virgin Islands, and one in the Panama Canal Zone.

In addition there are Troops in Guam and in American colonies in France, Cuba, China, Iran and Syria.



CHAPTER XIV

National Council Annual Meetings

The Annual Meetings, of the National Council of the Boy Scouts of America, have been more than the legislature of the Movement. They have been notable events in the life of the organization. Here reports were presented and new plans projected. One very significant feature was and is the democratic composition of the National Council. The majority of its members must be representatives selected by the Local Councils in every part of the United States. The interchange of experience, the inspiration of great leaders, and the getting of a nation-wide view of the Movement—have been important values.

Beginning with the simple little gatherings, one of which was held in the Fifth Avenue Building in New York, they grew to the great two-day meetings in Chicago, New York, Memphis, Buffalo, Washington, St. Louis and Kansas City, with hundreds of Scouters present.

The First Meeting at the White House

The national character of the Boy Scouts of America was strikingly brought before the people of the country, in the very beginning, by holding the first annual meeting in the White House, on February 14 and 15, 1911, at the invitation of President Taft, Honorary President of the Boy Scouts of America. It was called "First Meeting of the Advisory Council of the Boy Scouts of America."

Because of the public duties which our over-burdened President Taft was discharging, he had not had time to formally outline any remarks for his part in the meeting. The committee in charge, largely inspired by the resourceful new Chief Scout Executive and with the hearty cooperation of the President's secretary, courageously departed from the White House etiquette and, instead of the President speaking first, Lee F. Hanmer, who had been selected for the delicate task, stepped forward as the President entered the room, and told him how glad we were that he had invited us, at the same time telling him briefly something about the high ideals of Scouting. Mr. Taft listened attentively and responded graciously. This address was sent out to the Nation, and gave a great impetus to the new Movement.

Where Hold the Meetings?

At first there was a feeling that the annual meetings of the National Council should be held at the Nation's capital, and the first two meetings were held there. But other considerations, such as the demands from the field, and the need of publicity, took the gathering to different cities,—New York, San Francisco, Memphis, Kansas City, Buffalo, Chicago, St. Louis and a never-to-be-forgotten meeting at the Scout Camps at Bear Mountain. The policy has been to alternate holding the meeting one year in New York and the following year in some other city or locality. In recent years, local Scouters have been invited, in addition to the delegates, and special conferences have been organized for them. While not members of the National Council, they could benefit from the information and inspiration.

Experience has shown that the host Council and Region benefit in a very substantial way from the inspiration and impetus of the meetings. The general public gets new information about the needs of youth and is challenged directly to meet those needs.

The Exhibits at these meetings have been striking and have attracted much local attention—and later have been loaned to other communities for their use.



The First Meeting of National Council, Washington, 1911.

Attendance

The interest in these annual round-ups increased as the Movement took firmer hold of the conscience of the Scouters. Seventy-five attended the 5th; 120 reported for the 9th; 431 were at the 16th; at the 18th 638 paid registration fees; the 20th brought a record attendance, 180 Councils being represented. The 25th brought a thousand together. Of recent years delegates have come from all parts of the country.

Special Features

Each meeting has been characteristic. If space permitted, it would be interesting to mention each one and bring back the memories of great days of fellowship with men striving unselfishly to lift the boy life of America to higher levels. One of the very first conferences of Scoutmasters was held at Washington, D. C. incident to the first Annual Meeting of the Boy Scouts of America. One of the most interesting was the 4th; in the White House, President Wilson's greetings was delivered by Secretary of State Bryan, because of the President's illness; Secretary Daniels of the Navy also spoke, as did five Senators. Telegrams were received from the Governors of twenty-two States.

Presentation to Colin H. Livingstone

The 15th annual meeting was marked by the retirement of Colin H. Livingstone as President of the Boy Scouts of America, after fifteen years of pioneer work. His great contribution to Scouting was marked by the presentation to him of a loving cup bearing the inscription:

"To Colin H. Livingstone
President, B. S. of A.
1910 to 1925

From his colleagues on the Executive Board in recognition of his fifteen years of wise and inspiring leadership, dating from the inception of the organization, and in appreciation of his eminent and devoted service to the boyhood of America."

High Points of Comment

A few high points must be marked. Colin Livingstone, President for fifteen years, always brought inspiring words which clearly indicated the field and work of the Boy Scouts. Messages from the President of the United States were always deeply appreciated, notably Wilson's at the 5th, Harding's greetings from the U.S.S. Henderson at Juneau, Alaska, when we were at Bear Mountain, and Coolidge's words sent to us at San Francisco:

"No organization is doing better work in developing noble virtues and strong character in our youth. This service is of incalculable value."

It would be valuable to record the words of wisdom which were uttered at these inspiring meetings. President Wilson in the White House, in 1915, had said some words which all Scouts would do well to read occasionally:

"There is only one rule in the world and it applies to all professions and that is that you



Baden-Powell Greets Scouts at Annual Meeting.

are expected to 'make good.' No excuses are allowed in this School of Life, and the only way to make good is to keep faith. That is the reason I like the idea of the Boy Scouts—because of their secure notion of being responsible to society."

President Livingstone, in one of the New York meetings, said,

"Let us in our deliberations make clear that the boy and intimate leader, the Scoutmaster, are the objects of all that we are trying to produce here today."

Addressing the meeting in Washington in 1926, President Coolidge, said,

"The more I have studied this Movement, its inception, purpose, organization and principles, the more I have been impressed. Not only is it based on the fundamental rules of right thinking and acting, but it seems to embrace in its code almost every virtue needed in the personal and social life of mankind."

An Outdoor Meeting

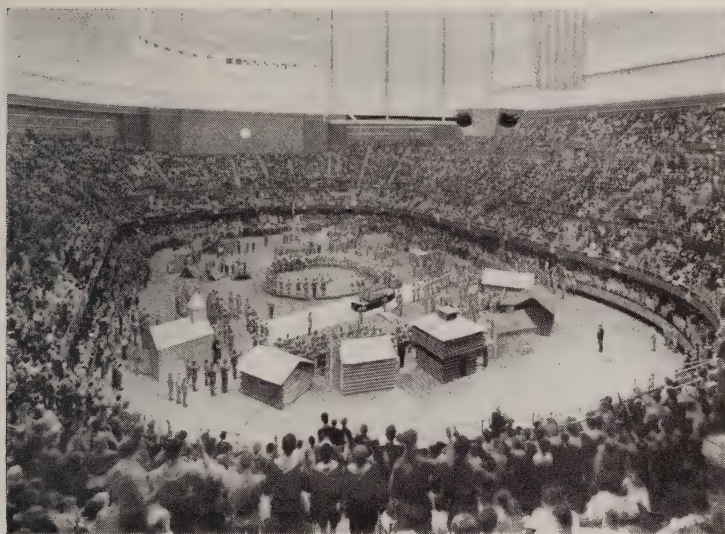
Perhaps the most interesting and characteristic meeting was in the 13th, held in July 1923, in the open, at the Scout Camps in Bear Mountain Park, N. Y., with 199 registered delegates. In his opening words President Livingstone voiced the feeling of all of us when he said,

“We have come here into the workshop of the Boy Scouts themselves, to see things as they see them, and experience things as they experience them.”

Scouts were in camp nearby and were inspected. Ralph Hubbard of Denver gave us his Indian dances. Commissioner Beard led the Camp Fire men around the big camp fire at night, and they waked the echoes with “Git along little dogie,” as he urged us to keep up the romance of Scouting. We at least made the attempt. We tried to sleep in tents. It was interesting to see Judge Cropsey, of the New York Supreme Court, trying to shave in the open with cold water. It was an enthusiastic gathering, however, greatly aided by Barron Collier’s thoughtfulness and Harvey Gordon’s preparedness. We were favored by a visit from Governor Alfred E. Smith of New York, Governor George S. Silzer of New Jersey and General John W. Pershing. Walter W. Head was elected a Vice-President.

Special Recognition

Nearly every Annual Meeting either introduced some new feature into Scouting, or stressed one which had proved its worth. Boy Scout Week, which has meant so much in giving opportunities of proving the value of Scouting to the community, had its birth at the 3rd meeting. At the 10th, James J. Storrow appeared as Chairman of the Committee on Resolutions, thus introducing the brotherhood to one of the great Scouters of all time; at the 12th Walter Head, another great Scouter, was Toastmaster; at every meeting Mortimer



Kansas City Boy Scouts at 24th Annual Meeting.

L. Schiff was a creative voice. At Washington at the 16th, with Baden-Powell as guest and President Coolidge uttering his understanding words, the first Silver Buffalo medals for "Distinguished Service to Boyhood" were awarded, going mostly to men who had brought the Boy Scouts of America into being. After honoring the Founder, Baden-Powell, and the "Unknown Scout" and Wm. D. Boyce who had so much to do with bringing Scouting to America, awards to the total of 26 were made.

At the 12th, held in Chicago in 1922, with Storrow as Chairman of the Committee on Resolutions, and marked by the presence of many educational leaders, the delegates unanimously passed a resolution as "an expression of sincere gratitude," in which they recited that the National Council was becoming more and more impressed by the volunteer leadership, and stated that Scoutmasters and Assistant Scoutmasters are the foundation of the Boy Scout Movement. A resolution similar to this one has been adopted at many Annual Meetings.

The 18th meeting was held in San Francisco and was a "convention of volunteer workers," as well as an Annual Meeting. Here the completeness of the debt of Scouting to the volunteer was stressed, indeed an Annual Meeting never failed to acknowledge the essential part of the volunteer.

At these national gatherings, when every section of the country was represented, progress plans were recommended and advance in Scouting was advocated. We were, as the years rolled by, gradually emerging from a program of expansion to a program of intensive development.

The 2nd meeting was the occasion of the cordial approval of Labor organizations. The 3rd meeting advocated what has come to be known as Sea Scouting. The 9th brought forth the first "Boy Scout Week" under Secretary McAdoo. At this meeting, Professor Jenks brought into the open the growing sense of the need of trained men. The 10th adopted the quota plan and marked the organization of the Regional Committees and planned field extension. At the 13th the Lone Scout was given a hearing. At the 21st, at Memphis, Mortimer L. Schiff was elected President and given a tremendous ovation by the Council. At the 22nd Meeting, Cubbing emerged. Finances were not neglected. The \$10,000,000 Fund was brought forward first at the 9th. The 16th devoted itself largely to Troop interests. The 17th introduced the Open Forum plan. The 19th was a lively gathering when Registration for all Scouters was debated with intense interest and some difference of opinion, and adopted as recommended in the Mark Jones Report.

Growth of Religious Cooperation

The 25th Annual Meeting in Chicago, on May 16 and 17, 1935, with 299 delegates from 169 Councils and a total of 1,116 present, and with its theme, "Scouting Yesterday, Today and Tomorrow," was part of the celebration of our "Silver Jubilee." The theme found ex-

pression in the great exhibit constantly before us. The Principles and Policies of the Movement, as set forth in Article III of the Constitution, were never more clearly in evidence:

“The activities of the members of the Boy Scouts of America shall be carried on under conditions which show respect for the convictions of others in matters of custom and religion, as required by the Twelfth Scout Law, reading, ‘A Scout is reverent. He is reverent toward God. He is faithful in his religious duties and respects the convictions of others in matters of custom and religion.’”

The fellowship of Protestant, Roman Catholic, Jew and Mormon was delightful. Again and again the Bible was quoted. The addresses were replete with commendations of Scouting and were rich with suggestions of the great human and spiritual principles underlying work with boys. This was particularly true of the words of Bishop Bernard J. Shiel, Hon. R. A. Nestos, Dr. Glenn Frank and Rabbi Louis L. Mann. All agreed with Dr. Frank when he said,

‘A self-centered life is suicidal. A man is not worth much if he lacks a sense of responsibility;’

and with Dr. Mann when he said,

“I have profound faith in the youth of today.”

All the sessions were marked by a spirit of devotion to the boy, and by a unanimity of purpose which spoke well for the days ahead. The meeting was a fitting climax to our twenty-five years.

The 25th Anniversary

There was a mingled solemnity and joyousness in this Silver Anniversary Meeting. We were surrounded by a wonderful exhibit and had visions of a great Jamboree. At the same time President Head reminded us that we were:

THE HISTORY OF THE BOY SCOUTS OF AMERICA

“Living in a world of strife, a selfish world, a world filled with hatreds, with prejudices, with jealousies. It is a world of chaos, a world of turmoil, a world of accusation, a world of repudiation, a world in which greed runs rampant, a world in which supreme selfishness plays a dominant part in international life.”

We were made to realize the need for the constructive and stabilizing influences of Scouting.

It was reported at this meeting that, during the years, 5,404,187 boys had been enrolled as Scouts, a figure which now grows rapidly year by year. That we were, at least in part, meeting our responsibility, was recognized by the men who came to address us. Ex-Governor R. A. Nestos of North Dakota, pleading for the country boy, and for more adult leadership, pointing out the victories achieved in their stricken section of the country, Rabbi L. L. Mann of Chicago, declared,

“I am tempted to say to you that I personally believe that the one greatest contribution to character and citizenship, to a love of God and a love of Humanity that is being and has been engendered in the youth of our country and of other lands, during the last twenty-five years, has come through the instrumentality of that inspired and inspiring Movement that we call so lovingly the Boy Scout Movement.”

Dr. Glenn Frank, reminding us that the present condition of the world was due to a breakdown of men, more than an economic breakdown, said among other things,

“The final focus of all activity of the Boy Scout Movement is upon the crucial necessity of disciplined living and disciplined actions in this modern age.”

Beautiful tableaux and pageants were presented by the Scouts of Chicago and 10,000 Scouts took part in a great circus which illustrated and dramatized every Scout activity.

Over a thousand Scouters in attendance, went home inspired for greater devotion to boys through Scouting.

PART III

Preparing and Serving Leaders for a Growing Program

| CHAPTER | PAGE |
|--|------|
| XV—REGISTRATION OF LEADERS | 321 |
| XVI—LEADERSHIP IN SCOUTING | 333 |
| XVII—PROGRAM DEVELOPMENT | 363 |
| XVIII—THE LITERATURE OF THE MOVEMENT | 391 |



CHAPTER XV

Registration of Leaders

As Scouting started in America, two very novel ideas were introduced—one was the plan of using volunteer leaders, despite the fact that hitherto boys' work groups generally were led by employed leaders. The other idea no less unusual, and made necessary by the first, was the plan of safeguarding their quality by the National commissioning of these leaders, which led into a registration system and which called for an annual reregistering of all leaders, based on their annual application with adequate endorsement.

Commissioning Worthy Leaders

In a movement whose activities aimed at character and citizenship results, it was absolutely essential that fit and worthy leaders be found.

During 1910, so many men were starting and operating Troops, that the staff was too small to keep up with the process of commissioning them. Those who were commissioned had been so authorized for an indefinite period. It was possible for them to discontinue without that discontinuance being known, so that they might be replaced.

Beginning with January 1911, the commissions of all Scoutmasters were made for one year, renewable upon

application and proper endorsement. This enabled the Movement to place upon either the former or the new leader, the responsibility for continuing to maintain his fitness as long as he continued to serve, and for establishing the fact of that fitness each year to the satisfaction of the commissioning body.

Commissioning a leader signifies that he has met the requirements for registering to serve the interests of boys, through the Movement, and does not convey any power to represent or obligate the Boy Scouts of America, as such, in any manner whatsoever. He is commissioned to render the specific services provided for in the By-Laws of the Boy Scouts of America. Commissions may be revoked for cause.

Willingness Not Enough

As was pointedly stated by Col. Theodore Roosevelt (see Chapter XVI), it was not enough for a man to be *willing to serve*, it was of equal importance that there be no doubt of his fitness to serve, as well. To this end, the satisfactory endorsement of the leader by three representative local citizens, was made a part of the application for commissioning or recommissioning.

Registration Fundamental

In writing of the whole Registration plan in his report to the National Council for the year 1929, the Chief Scout Executive said:

“From the very outset, a registration system has been in operation for Scoutmasters and Assistant Scoutmasters and other commissioned officers, and originally they were required to pay a nominal fee. Our experience with this group of men has thoroughly demonstrated definite and concrete value accruing to the cause of Scouting. It has helped to make possible the National Council assuming responsibility for recommending to parents who have confidence in the leadership of the Movement,



Cub Music Makers.

men who are morally, educationally and otherwise qualified to serve in responsible positions of leadership. It has made possible a relatively simple process by which men reveal whether they are citizens of the United States, likewise their educational background and experience, and whether or not they are willing to subscribe to the Scout Oath and Law, the religious policy and the Constitution and By-Laws of the Boy Scouts of America.

"This registration system, which has been applied to all boys since 1913, and to all commissioned officers from the very outset of the Movement, is a large factor in the success and effectiveness of the Boy Scouts of America. This has been time and time again demonstrated by independent, unbiased appraisals. The revenue it has produced has, at all times, been an incidental factor. It has made possible a business-like procedure in the development of essential factors, discovery of weaknesses and opportunities for emphasis on improvement. It

has made possible dependable reports to Congress as required by the Federal charter; and likewise, a business-like audit of the various Local Councils, which are dependent upon the general public for financial support, and whose statements as to membership should be subject to verification in a simple and orderly fashion."

The Scout's Registration

In 1910, of course, the boy's Scout relationship was as a member of his Troop, which was a local unit made up of the Scoutmaster and such boys as he recruited, and whose names were known to him.

The Troop's only connection with the National Organization was through the "commission" issued to the Scoutmaster. The commission authorized him to carry on the Scout Program for one year and was made renewable yearly, upon application, with re-endorsement by the three references, and the payment of a twenty-five cent certificate fee.

The development of a National plan for registering the individual Boy Scouts, came as a result of much discussion of the idea. The Chief Scout Executive had urged it as a sound administrative measure which also offered educational values to the boy. Scoutmasters had proposed it—some had tried it. Here and there as in Montclair, New Jersey, boys were paying local membership fees and, in 1913, writers in our magazine SCOUTING were suggesting it. The idea was meeting with general approval over the country. The boys were quite willing. Whatever question there was, was on the part of a few men. Many Scoutmasters had submitted the question to the Troops with the usual result of a unanimous vote in favor of it.

The Committee Studies and Recommends

The Special Committee, composed of George D. Pratt, Lee F. Hanmer, Frank Presbrey and the Chief Scout Executive, which was appointed to investigate this sub-

ject, reported in favor of a membership fee. They said, very wisely, in giving their reasons for that conclusion, that in addition to its organizational and educational values it would introduce a new financial basis:

“In the opinion of your Committee, the time has come when the National Organization should take a definite stand to promptly take the Boy Scout Movement out of the class of pure philanthropy or charity. In our judgment it is out of harmony with the spirit of the Movement, and not for the best interests of the boys themselves to depend upon entirely voluntary contributions for its administration.”

The Executive Board, thereupon, fixed on an annual national registration fee of 25 cents, beginning October 1, 1913 and recommended that Scouts earn it. The income to the National Council from this was very small, however, as for a short time, ten cents was left in the local community and the remaining fifteen cents was applied to a certificate and process which cost more than that amount. Later, in 1921, the amount was increased to fifty cents.

On October 15, 1913, President Livingstone was able to write to local leaders expressing his appreciation of the splendid response of Local Councils and Scoutmasters. He called attention to the fact that Scoutmasters working with poorer boys in the large cities reported that their boys had accepted the plan with enthusiasm. He reported that statements from Local Councils showed that such boys had preferred to pay their own dues; that they had not wanted to be put in a different class from the average boy, thus confirming the opinion expressed by the Committee in their report. The first year demonstrated the wisdom of registration. There has never been any substantial objection by the Scouts to paying their dues.

Values to the Boy

This was the beginning of our Registration system for Scouts, which has worked so well and has been of un-

told benefit in maintaining the unity and integrity of the Movement. It brought to the boy, in a very definite manner, a clear cut realization that he was a part of the great national movement, that he was in a brotherhood—a member of “Uncle Sam’s Team”—and therefore with a chance to cooperate with others for and in the Movement. This was done through an individual Scout application, to be approved by his parents and endorsed by his Pastor, and then submitted to the Scoutmaster as authority to register him. Thereupon came to the boy his national “certificate” containing the signatures of national officers including the President of the United States. This certificate stressed the Scout Oath and Law in attractive form. This certificate was required in order to purchase the Scout Uniform, or to show as needed that the boy was a registered Scout.

This registration also brought to the boy the urge to self-help, as he was expected to try to earn his registration fee, and understood that it went to help make possible the National Organization’s service to other boys.

It made possible the protection of the Uniform and Badges, as the registration certificate was a rather simple method of determining who was registered as a Boy Scout, and therefore entitled to wear the “Uniform and Badges”.

Exact Membership Knowledge

It also has enabled the Movement, while not assuming any financial responsibility for the Local Council or Troop, to know exactly who were related to it—so that facts replaced estimates regarding its membership and continuance.

The additional correspondence involved in the new registration plan, and the constant calls for technical advice on boy matters kept everybody busy. In three months, at the close of 1913, 32,975 communications had been received at the National Council office. The Board felt that something must be done to lessen this corres-



Dr. West with a Jamboree Group.

pondence, and the sub-committee, which had been appointed, took the matter up. Mr. Lee F. Hanmer reported that, in an effort to determine whether or not there was unnecessary letter writing, he had read the carbons of every letter sent out on March 26th and found them all helpful. Relief was sought by considering a division of the country into eight districts to facilitate supervision (the forerunner of our twelve Regions)—but funds were not yet available to staff these districts.

Undoubtedly, the launching just before this time of one of the most useful of our publications—SCOUTING—had a bearing on the prompt acceptance of the new registration plan, as the magazine enabled the Scoutmasters easily to get the facts about the new plan.

This Scout Registration plan accomplished another thing, not less important. Our statistics during the first

year, like those of many organizations, had been largely guess work, based upon estimates. This was most unsatisfactory and sometimes misleading. Almost as soon as he took office, the Chief Scout Executive said he was seriously concerned over the statements of large numbers of Scouts, because we had no accurate figures. With an arrangement whereby each Scout registered with the Movement, at once accurate knowledge of our condition throughout the country was available.

Council and Troop Charters

This registration idea was applied also to Local Councils, which the records show were "chartered" annually beginning 1911. This plan, recommended to the Executive Board by the Chief Scout Executive, was as far-reaching as it was unique. It placed Councils and sponsoring institutions both in the position of having to justify the renewal of their charters each year. This provided a simple but effective control over their operations and over the maintenance of standards.

With the registration of Scouts which began October 1, 1913, both the Scoutmaster and his Scouts were registered and with the development of the Troop Committee idea (see Chapter XI) there grew up a "Troop Charter" covering the whole operation of the Troop in the sponsoring institution using the Program.

Registration of all Scouters

The Mark M. Jones report (see Chapter IX) had recommended that all Scouters be registered and pay a registration fee, and at the 19th Annual Meeting the National Council had voted that the registration system be extended to all Scouters. Later the By-Laws were amended to cover the change. The Executive Board at its meeting May 14, 1929, voted to inaugurate the plan on July 1st. The 19 members present were the first to be registered under the new arrangement.



Savannah, Ga., Sea Scouts Ready to Start.

There had been no opposition when the idea was first brought forward at the Annual Meeting, and adopted. By October, however, protests had been received from a few Councils. The Executive Board weighed these objections carefully, but sensing the feeling of the general field, reaffirmed its belief in the wisdom of the action of the National Council. Investigation showed that there was relatively little opposition. There were a few who wished to bring the subject before the next Annual Meeting for reconsideration. This was done and the National Council reaffirmed its previous action, as the benefits to the interests of the boys were found to be so far-reaching and significant. In June 1930, the Chief Scout Executive recorded that all reports indicated very general and genuine acceptance of Adult Registration, on its merits.

A Universal Check-Up

Perhaps the most significant thing about the Adult Registration, from the angle of the boy's welfare, was

that it provided a check-up on every man in the Movement. Prior to the adoption of this plan, only the Scoutmasters and Assistants had been checked, to be certain that they were the kind of men who should be dealing with boys. Under the Adult Registration, every man who is active in any capacity, is registered and incident to his registration, he is checked against the file, maintained by the National Council, in which are recorded the names of men who for any reason cannot be recommended again for leadership in the Movement. (See Chapter XVI.)

The man who has been financially or morally irresponsible, or who was emotionally constituted so he didn't get along—whatever the causes, once his record was known—the Movement could protect itself by declining to renew his commission or to accept him for further service.

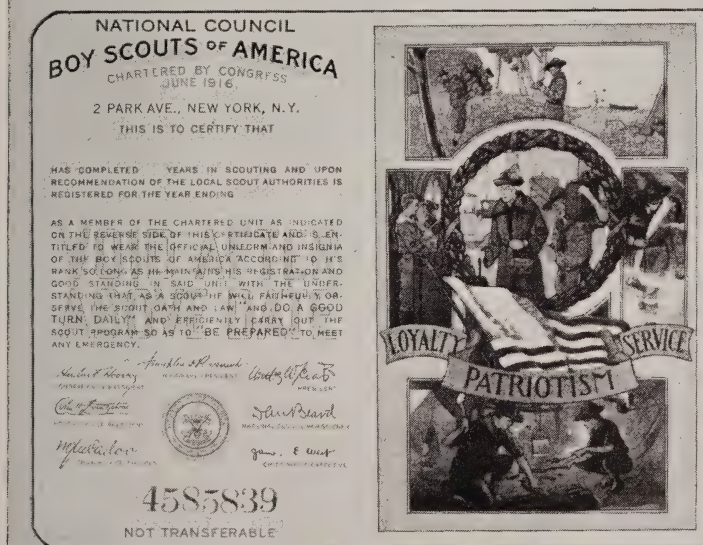
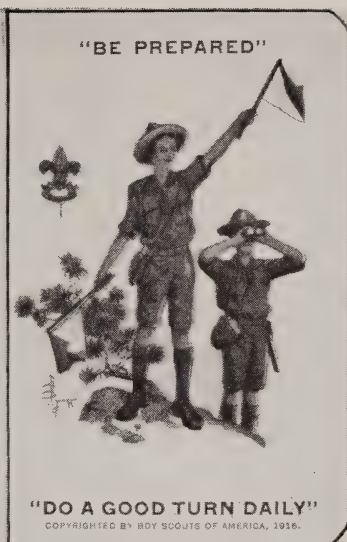
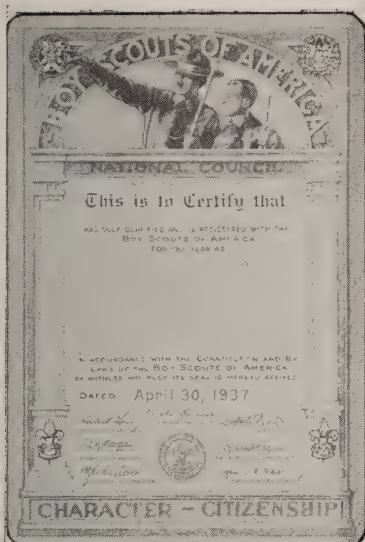
In addition, every man registered for leadership in the Scout Movement has subscribed to its Oath and Law and its Declaration of Religious Policy.

One other very important aspect of the Adult Registration was that a man, only indifferently interested, might sign as a Committeeman perhaps—but if asked to register, pay a fee, and receive for a substantial share of it, the magazine SCOUTING—it seemed probable that the man who did those things, was likely to have a genuine interest in youth and in Scouting.

Membership and Registration

Under the Federal Charter of the Movement, membership in the Boy Scouts of America means membership upon the National Council or its Executive Board—that being the legal corporation.

The Scouts and Scouters, Cubs and Cubbers are “registered” under that Federal Charter, to carry on the Scout Program, making annual application for renewal of that authorization. This wise charter provision reduces to a minimum all legal questions that might arise from any actions by one “registered with”, but not a



Certificates of Scout and Leader.

“member of” the organization as set up by Federal Charter.

It is interesting to recall that amid the discussion and development of the Adult Registration Plan, the registration of Cubs and Cubbers on the same basis, was put into effect in 1930, with almost no question.

Registration an Important Personnel Responsibility

In 1931, the Registration Service was made a part of the Division of Personnel, as the Personnel implications always have constituted the guiding factors in connection with National Registration service to the country.

Our Movement is unique among other Youth Movements in America and among the other Scout Movements around the World—in this “registration” plan. Its deep and thorough-going import is not always recognized by those unfamiliar with its results.

At the International Scout Conference held in Sweden in the summer of 1935, President Walter W. Head was asked to acquaint the representatives of the other Scout associations with the facts and philosophy underlying the registration plan of the Boy Scouts of America.

Viewed organizationally, the importance of this registration has been regarded as second only to the ideals and sound sense of the boy's own program.



Leadership in Scouting

Dealing, as the Scout Movement does, with the country's most valuable asset—its youth—and recognizing the responsibility involved, conscientious efforts have been put forth, from the very beginning, to restrict the leadership to men fit and qualified to lead boys and also to train both the volunteer and the professional Scouter.

Leadership is the Backbone of the Movement

Baden-Powell has said, "The Scoutmaster is the backbone of the Movement." It has been said many times that the hope of making the Scout Program available on an effective basis was largely dependent upon our ability to secure trained men to serve as Scoutmasters and Scout Executives.

The Older and the Newer Idea

There were three major parts of the Scouting idea, when it began to take root and spread in the years 1908, 1909 and 1910. These were a *leader*, a relatively small *group of boys*, and a *program* of outdoor skills, of ideals, and service. To these three factors, the Boy Scouts of America has added an organization to aid the Troop and the leader.

The real history of our Movement in the United States, therefore, is a record of organization, prepara-

tion of literature, development of training—all aimed directly at this leader—at his selection, his training and various ways of helping him LEAD. Each department, or service, or division, both national and local, has been built up across the years to contribute to this job. This is and has been the job of the Local Councils, and the Regions have been developed to help the Councils with that basic task.

In the Second Annual Report of the Chief Scout Executive, February 8, 1912, the first paragraph talks about “training***** the American Boy” to take his place as a useful citizen; the second paragraph reports the

“Significant and encouraging fact*****volunteer services of an army of 6,000 men to work as Scoutmasters and Assistants, each giving at least one evening and in many cases also one afternoon each week; the services of 290 men to act as Scout Commissioners; the services of approximately 15,000 men as officers and members of Committees of Local Councils***”

As outlined in Chapter XI, Scoutmasters and Troops preceded Councils. They needed help, so we organized Local Councils. To serve their leaders was and remains the purpose of our Local Councils.

Finding the Right Leader

In the early discussions of the National Board and the committees and Commissions, our main concern was to be sure and see that the right kind of leaders were found. The whole evolution of our Registration plan (as outlined in Chapter XV), with the annual application for a renewal of each commission (or charter), started with this absolute necessity of checking to find-the-right-leader. The annual renewal placed squarely on the applicant, and his endorsing committee, the burden of proof to show cause why he should be commissioned. Only men who are citizens may be commissioned as Scout leaders and they must subscribe to the



Scoutmaster with Early New Jersey Troop.

Scout Oath and Law and the declaration of religious principle as set forth in Art. III of, the Constitution. (See Chapter XXII.)

The entire organization structure of a world-wide association of Scout associations, our own National Council, Regional organization, Local Council with its Districts, the Committee of the sponsoring institution—all of this aims directly at getting, preparing enthusing and helping the volunteer leader.

Volunteer Leaders

There were those among our advisors in the first years, whose experience had been largely with paid leaders, who assured us that we would never “get far” with volunteers. But time has spoken and the volunteer has proved his great worth.

The volunteer principle, followed since 1910, has confirmed itself in use. There have been in that period a

total of 1,463,652 adult leaders. In 1936 there were 326,710 different men registered with the Movement as leaders. Many of these men had served from ten to twenty-five years. As is outlined later in this Chapter, many have received the "Silver Beaver" honor award from their Local Councils for conspicuous service to boys.

Former Scouts as Leaders

The Alumni-leaders began to be noticed after the first half-dozen years, as young men who had received Scout training were found carrying on as Assistant Scoutmasters. They proved exceptionally valuable as leaders because they had been through the Scout experience themselves. Year by year this has grown. There are Councils that boast that three-fourths of their leaders have come up through the ranks.

Over 80% of the men attending the Scout Executive Training Schools in the years 1925-1936 had been Scouts, and the majority of the remaining 20% had service as Scout leaders.

At almost every annual meeting, speakers have recorded their tribute to the volunteer leaders of the Movement. These men who give their leisure time, because of their deep interest in boys, have made this Movement possible. Theirs has been a monumental service recorded, not in marble, but in young lives that seek to perpetuate a social spirit.

Selecting Leaders, Then Training Them

The efforts of the National Council to deal with this fundamental matter of "the leader" has, in general, been along two lines, *Offering Training* and *Safeguarding Personnel*. While logically one should find his man before training him, the Movement grew so rapidly and spontaneously that adopting the very simple, but quite effective, plan of local endorsement with annual regis-



Chief West Addressing Early Training Group.

tration and commissioning—they proceeded to the job of *training*. Personnel procedures, themselves part of a rather recent and new science, were more completely organized later. The Department of Education came in 1917, the Department of Personnel in 1927.

Early Training Schools

The national educational work of the Boy Scouts of America began with summer schools and summer training camps, although local training had been carried on in some places. An early national school was held at Silver Bay, N. Y., August 16-31, 1910, in connection with the Y.M.C.A. Boy Work Institute, with forty men present and Messrs. Seton, Beard, Robinson, Murray, Orwig, Alexander and Wakefield among the instructors.

Early in 1912, Charles B. Horton was secured to serve for five months as Director of Camps and Training

Schools. During the summer, four Scoutmaster Training Schools were held at Lake Geneva, Wis., Cos Cob, Conn., Blue Ridge, N. C., and Silver Bay, N. Y., the latter under Mr. Horton's personal direction.

Meantime, training for leaders was found to be one of the first tasks of the Local Councils as they began to organize in 1910. All were green at the job—everyone needed training. For the first two years, the **HANDBOOKS** constituted almost the only local training material, supplemented by the beginnings of summer camping.

During this period, Scoutmasters began to hold "Round Tables" to exchange experiences and share their problems and successes. For example, while Philadelphia's first training course came in October 1915, its Scoutmasters had been meeting since 1912, with carefully organized programs of discussions and lectures.

The first issue of the **SCOUTING Magazine**, April 15, 1913, carried "helps" to Scoutmasters, and also carried news announcements of various Local Council training efforts, indicating that local communities were starting to train leaders to carry on the Scout Program. As examples of these—in May, 1913, there was reported a Pittsburgh "First Aid Institute" given by the Board of Education, also a "Scoutmaster School" in San Antonio, Texas.

Early Scoutmaster Schools also were held at Columbus, Ohio, and Lake Geneva, Wisconsin. Seven such schools were held in the summer of 1913. The Universities began, at this time, to include Scouting in their summer courses—Virginia, Wisconsin, Texas, California and Cornell. Dean Russell, of Teachers College, Columbia University, who has helped so much all through the years, had summer courses offered at Columbia. The Boston Council conducted a "Summer Training Camp" for Scoutmasters the same year. The Y.M.C.A. Conference at Culver, Indiana also gave Scouting instructions, one-third of those in attendance being Scout Leaders.

"Scoutmaster Conferences" are recorded from Buffalo, Cleveland, Detroit, Brooklyn, Delaware and Montgomery County; Salt Lake City had a course at the Y.M.C.A.; Philadelphia operated a "Scoutmaster Hike" for nature study; Chicago conducted a school under the direction of the Scoutmaster's Association; Richmond, Va. announced its school; Kansas City, Mo. conducted two; St. Patrick's Cathedral College, New York City conducted one for Catholic men; and so on. Early in 1914, the University of Chicago, McCormick Theological Seminary and the University of Pittsburgh offered night courses in Scout Leadership.

During this same period, the "Red Cross Instruction Railroad Cars" were covering the country as a whole, cooperating through their instruction in First Aid. From Sept. 15 to Dec. 1, 1913, the SCOUTING Magazine published the first Scoutmaster "Course", consisting of the six study units which Baden-Powell and his associates had given to the Scouters in England.

A Department of Education

In 1914, the Executive Board authorized "The appointment of a Director of Education when finances permit." A Committee of which Dr. Jenks was Chairman, was appointed to work out plans for summer institutes, which John R. Boardman was engaged to direct. The Department of Education, authorized in 1914, was finally established in 1916, with Dr. Jeremiah W. Jenks, Dean James E. Russell of Columbia, and Dr. Norman E. Richardson of Boston University as the members of the Committee on Education. Francis P. Dodge, greatly interested in Scouting, although himself an invalid and barred from Scouting activities, came forward with the necessary funds, having been interested by Dean J. E. Russell. A successful Scoutmaster's School was held at the Culver Military Academy, in 1916, under the direction of Judson P. Freeman. Thirty-three Scout officials paid their own traveling expenses and tuition fees for a 14-days' course.

The Board approved in 1917, the appointment of Lorne W. Barclay as Director of Education. Following a Scouter conference at Columbia University in 1917, successful conferences of Scout Officials were held in Richmond, Va., Chicago, Ill., and Cleveland, Ohio. Correspondence courses were tried. Approved courses had now been established in many centers, such as Chicago University, Reed College, Y.M.C.A. College at Springfield, Mass., Southern Baptist Theology Seminary, and in many Normal Schools.

Training Conferences

Perhaps the most creative conferences, from an educational point of view, were those known as the Biennial Conferences of Scout Executives, brought about partly by the fact that the men giving their lives to Scouting professionally, desired fellowship with like-minded men, and also from the anxiety these men had for making a better and better offering of the Program to the boys. The idea originated at a conference at Columbia University, in 1917, when thirty-nine volunteer and professional Scout officials, representing thirty Scout centers, came together to discuss their work. The next year there was held at Cranberry Lake, in north central New York, the first Training Conference primarily for Scout Executives. It was attended by 45 men. L. W. Barclay was Director, Dr. E. K. Fretwall, a member of the Committee, Dean Moon of the N. Y. State College of Forestry handled the shelter and food through his staff. Here "Commissions" or groups of Executives, were first used to study problems and report. The values of such conferences became so apparent that in 1919, the Executives from Regions I, II and III were brought together at Palisades Park, N. Y., with 150 of the 178 Executives present. These experiences were so resultful that it was decided to call all the Executives together, from all parts of the United States.

The Conference at Bear Mountain

Three hundred and twenty men met at the First National Biennial Conference at the Interstate Palisades Park in Sept., 1920, of which number 200 were Scout Executives. The theme of the Conference was "The How of the Scout Program"; the result was a clearer understanding of the fundamental objectives of the Movement. Attention was directed to how to "stop the leaks" in membership. Dr. H. H. Horne of New York University inspired the men with his clear logic on the real aims of the Movement—character and citizenship.

The Blue Ridge Conference

Two hundred ninety-three Scout Executives, with a total attendance of 430 men, gathered at *Blue Ridge*, N. C. in 1922, Mr. Livingstone and Mr. Schiff being with them. Two important features of this gathering were St. Elmo Lewis's lectures on efficiency and his introduction of the idea of "net results". This marked the beginning of the organizational effort to analyze results. The needs of rural boys were stressed as a "next step" for the Movement.

The Estes Park Conference

Seven-hundred eighty-one men, of whom 499 were Scout Executives, registered at the Third Conference at Estes Park, Colorado. Messrs. Daniel Carter Beard, Ridder, Jenks, and Howard of the Executive Board attended. The pamphlet by Dr. H. W. Hurt on "Boy Facts" and the address by Judge Lindsey were most helpful. This conference called attention to the importance of the volunteer in the work of Scouting. Of the first rank significance, however, was the appearance of our first "measures" of progress. Mr. George W. Ehler presented the first criteria for measuring "net results", which St. Elmo Lewis had pointed out, were the real



First Biennial,



Second Biennial,



Third Biennial, I



Mountain, N. Y.



Ridge, N. C.



s Park, Colorado.

evidences of progress and efficiency. The general theme of the Conference was "The Boy" and his needs—facing the facts and planning to meet them.

The Conference at Hot Springs

The Fourth Biennial Conference was held at Hot Springs, Ark., in 1926, with 708 Scout Executives present and a total attendance of 857. The Local Council long term plan and Local Council "results" were central themes. Here the same enthusiasm was apparent. Among their recommendations was one endorsing the minimum course of 30-days' training for Scout Executives, and "that steps should be taken for requiring for a commission as a Scout Executive, either the 30-day course, or experience as an apprentice with a Local Council." Daniel Carter Beard and James E. West were among the instructors, and President Walter W. Head made an inspiring address.

The Cornell University Conference

The Fifth Biennial Conference, held among the historic surroundings of Cornell University, at Ithaca, N. Y., in 1928, had an attendance of 999, including 799 Scout Executives. Here the emphasis was on the Troop and its program. The Conference affirmed that all Scouting organization existed to help the Troop with its activities and plans. A clearer conception of the character values of Scouting was secured, as well as how these values may be obtained. The preliminary report was made on the new Cubbing Program.

That these six National Conferences have accomplished a vital purpose, is plain from the comment made about them. The Chief Scout Executive said of the second that it was "unquestionably the most important and worth while event in the history of Scouting, because of the inspiration and practical values developed."

The French Lick Conference

The Sixth Training Conference was held at French Lick Springs, Indiana in March, 1936, with 754 Scout Executives among the 1,141 who attended. The central theme of the Conference was "The Functioning Local Council", and how it might do a better and more effective job in stimulating and aiding Troops.

Twelve important commissions, which have studied youth needs and Council conditions and problems, reported on how to do a more effective job.

These included commissions on

- Rural Scouting
- Health and Safety
- Councils Leadership and Training
- Troop Organization, Operation and Supervision
- Special Events and Civic Service
- Personnel
- Ten-Year Program
- Camping
- Court of Honor and Scout Advancement
- The Reading Program
- Cubbing
- Interracial Scouting in
 - White Nationality Groups
 - Negro Work
 - Indian, Mexican and Oriental Nationality groups

It was undoubtedly the best of the Conferences and reflected clearly to those who had attended the previous conferences, the tremendous advance in quality of Scout Executive Personnel. Mr. John Stiles, Chief Executive Commissioner of the Boy Scouts Association of Canada, in commenting on the group, remarked to the Chief Scout Executive:

"My, what a body of men! There is nothing they could not do, if they went at it to do it."

The following summary of some of the facts cited by Dr. West in his opening session address shows how "Scouting Marches On" across these significant years:

Scouting Marches On

| | Bear Mountain | Blue Ridge | Estes Park | Hot Springs | Cornell | French Lick |
|--|------------------|---------------|---------------|----------------|-----------|----------------|
| | 1920 | 1922 | 1924 | 1926 | 1928 | 1936 |
| Total Registration for Conference..... | 320 | 430 | 781 | 857 | 999 | 1,141 |
| Number of Professional | 200 | 293 | 499 | 708 | 799 | 754 |
| First Class Councils..... | 382 | 471 | 586 | 626 | 644 | 541 |
| Second Class Councils..... | 174 | 140 | 69 | 26 | 14 | 1 |
| Total Councils | 556 | 611 | 655 | 652 | 658 | 542 |
| Troops | 16,826 | 17,589 | 20,313 | 24,352 | 24,921 | 32,705 |
| Troops Under Council..... | 7,850 | 11,028 | 14,508 | 20,683 | 23,165 | 32,230 |
| Troops Not Under Council..... | 8,326 | 6,561 | 5,805 | 3,669 | 1,756 | 475 |
| Total Belonging During Year..... | 780,000 | 744,009 | 925,358 | 1,073,025 | 1,183,105 | 1,435,139 |
| Net Membership Scouts & Officials.. | 475,000 | 533,425 | 687,000 | 803,683 | 825,671 | 1,027,635 |
| Per Cent Tenderfoot | 62.5% | 60.1% | 59.6% | 54.4% | 53.7% | 50.8% |
| Per Cent First Class..... | 12.9% | 14.3% | 16.5% | 20.2% | 20.5% | 24.5% |
| Per Cent Merit Badge..... | 4.6% | 7.3% | 10.3% | 13.5% | *15.0% | *17.5% |
| BOYS' LIFE Circulation..... | 93,000 | 96,000 | 122,000 | 162,000 | 180,000 | 300,000 |

* Approximate.



Chicago Sea Scouts Who Went with Borden to the Arctic Circle, 1927.
(L. to R.) T. Purcell, J. T. Powers, K. McClelland, B. G. Andrews, J. Holbrook, J. Ryan, S. Ram, O. Carstensen.

These were the first Sea Scouts to penetrate the Arctic Circle. It was a great adventure. They were "prepared". Ten years later, one had passed on, one unreported and six were active as leaders in Sea Scouting.

A National Training Center

The part the education of Executives was to play in the Boy Scout Movement gradually became plain over the years. It was soon seen to be fundamental to success. The material demanded it. It must have a local habitation. So on October 28, 1922, the Executive Board appointed Messrs. Hoyt, Gawtry, and Murray as a Committee to look for a national training center located near New York. On Nov. 10th, 1924, Dr. John H. Finley and the late George D. Pratt were added to the committee. Mr. Mortimer L. Schiff was interested in the plan and offered to give the first \$25,000 toward it. At the meetings of the Executive Board, and at Annual Meetings, he had urged the need for such a national training center.

Growing out of the Blue Ridge Conference, L. W. Barclay brought to the Executive Board, in October 1922, a suggestion which was approved, that the Department of Education be authorized to develop standards for training, and that four training centers be established in connection with universities or colleges.

At the first meeting of the Executive Board at which he presided, in 1925, President Storrow stated that "of all the problems of the Boy Scouts of America, it was conceded that the necessity for further development of a National Training Program was the most important." This traced back to the experience which Dr. West had at Mr. Storrow's home. Mr. Storrow asked him to write on a slip of paper the three greatest needs of the Scout Movement and to bring the list to breakfast—West wrote: "1—Training; 2—More Training; 3—Yet More Training."

The National Training School for Scout Executives

Dr. L. D. Coffman, President of the University of Minnesota, and Dr. S. S. Baker, President of Washington & Jefferson University, characterized the educational plan proposed and fathered by Mr. Storrow, in June, 1925, as "an epoch in the Boy Scout Movement." It grew out of a feeling that the methods in use were inadequate and that a national plan should be developed, having as its "chief responsibility specialized training in the activities, technique, principles, policies, and administrative procedure peculiar to the Scout Movement." The result was the establishment of the National Training School, made possible by President Storrow. The first session was held at Bear Mountain Inn, October 24th to November 22nd, 1925, with forty-three men in attendance. Dr. John H. Finley was Chairman of the Committee in charge, which included Dr. Clyde Furst of the Carnegie Foundation, Dr. Jeremiah W. Jenks* of New York University, and Dr. E. K.

*Dr. Fretwell succeeded Dr. Jeremiah W. Jenks, who died in 1930.

LEADERSHIP IN SCOUTING



Painting of Mortimer L. Schiff at the Reservation.

Fretwell of Teachers College, Columbia University, with Judson P. Freeman as Director. It was a Scout School in the great outdoors, with technical courses in Columbia University. Transportation was generously furnished by Mr. Barron Collier of the Executive Board. Dr. Jenks, Dr. Fretwell and James E. West were among the instructors. The curriculum, which set a precedent for future schools, was in three parts:

THE HISTORY OF THE BOY SCOUTS OF AMERICA

1. Fundamental principles of education and science in determining the need of the boy and meeting it.
2. The mechanics of the Scout Executive's routine.
3. Organizing systematic instruction and training for the Scoutmasters, in their guidance of their Patrol Leaders and Troops.

The second session of the National Training School was held at Briar Cliff Manor, New York, in April, 1926. The School continued at Briar Cliff Manor, and itinerately at other available places, up to the time the Schiff Reservation was opened in 1933. By the close of 1936 there had been 51 sessions of the Training School for Executives, as recorded in the old roster below:

SCHOOL ROSTER

| School Number | Location | Date | Enrolled |
|------------------|---------------------------|--------------------|----------|
| 1 | Palisades Interstate Park | October 25, 1925 | 43 |
| 2 | Briarcliff Manor, N. Y. | February 13, 1926 | 27 |
| 3 | Briarcliff Manor, N. Y. | April 10, 1926 | 18 |
| 4 | Briarcliff Manor, N. Y. | June 26, 1926 | 36 |
| 5 | Irondale, Missouri | August 28, 1926 | 94 |
| 6 | Briarcliff Manor, N. Y. | October 23, 1926 | 15 |
| 7 | Briarcliff Manor, N. Y. | January 8, 1927 | 12 |
| 8 | Briarcliff Manor, N. Y. | March 5, 1927 | 23 |
| 9 | Briarcliff Manor, N. Y. | May 7, 1927 | 18 |
| 10 | Briarcliff Manor, N. Y. | June 25, 1927 | 23 |
| 11 | Briarcliff Manor, N. Y. | August 20, 1927 | 32 |
| 12 | Briarcliff Manor, N. Y. | October 22, 1927 | 27 |
| 13 | Briarcliff Manor, N. Y. | January 7, 1928 | 15 |
| 14 | San Rafael, California | April 22, 1928 | 37 |
| 15 | Tarrytown, New York | June 28, 1928 | 28 |
| 16 | Tarrytown, New York | August 4, 1928 | 54 |
| 17 | Kitchawan, New York | September 15, 1928 | 64 |
| 18 | Briarcliff, Manor, N. Y. | November 18, 1928 | 35 |
| 19 | Briarcliff Manor, N. Y. | January 4, 1929 | 18 |
| 20 | Briarcliff Manor, N. Y. | March 1, 1929 | 24 |
| 21 | Tarrytown, New York | June 20, 1929 | 43 |
| 22 | Kitchawan, New York | October 5, 1929 | 51 |
| 23 | Briarcliff Manor, N. Y. | November 16, 1929 | 22 |
| 24 | Briarcliff Manor, N. Y. | January 11, 1930 | 20 |
| 25 | Briarcliff Manor, N. Y. | February 15, 1930 | 22 |
| 26 | Tarrytown, New York | June 21, 1930 | 52 |

LEADERSHIP IN SCOUTING



Central Manor House at Schiff Reservation.

| | | | | |
|----|--------------------------|-----------|----------|----|
| 27 | Kitchawan, New York | September | 20, 1930 | 54 |
| 28 | Briarcliff Manor, N. Y. | November | 15, 1930 | 28 |
| 29 | Briarcliff Manor, N. Y. | February | 14, 1931 | 23 |
| 30 | Tarrytown, New York | June | 27, 1931 | 35 |
| 31 | Kitchawan, New York | September | 19, 1931 | 38 |
| 32 | Briarcliff Manor, N. Y. | November | 14, 1931 | 14 |
| 33 | Briarcliff Manor, N. Y. | February | 20, 1932 | 15 |
| 34 | Briarcliff Manor, N. Y. | September | 17, 1932 | 23 |
| 35 | Schiff Scout Reservation | July | 1, 1933 | 22 |
| 36 | Schiff Scout Reservation | September | 15, 1933 | 18 |
| 37 | Schiff Scout Reservation | November | 16, 1933 | 16 |
| 38 | Schiff Scout Reservation | February | 16, 1934 | 16 |
| 39 | Schiff Scout Reservation | April | 27, 1934 | 16 |
| 40 | Schiff Scout Reservation | June | 28, 1934 | 29 |
| 41 | Schiff Scout Reservation | September | 14, 1934 | 31 |
| 42 | Schiff Scout Reservation | November | 23, 1934 | 15 |
| 43 | Schiff Scout Reservation | February | 15, 1935 | 21 |
| 44 | Schiff Scout Reservation | April | 5, 1935 | 15 |
| 45 | Schiff Scout Reservation | July | 5, 1935 | 40 |
| 46 | Schiff Scout Reservation | October | 18, 1935 | 44 |
| 47 | Schiff Scout Reservation | January | 31, 1936 | 20 |
| 48 | Schiff Scout Reservation | March | 25, 1936 | 16 |
| 49 | Schiff Scout Reservation | July | 3, 1936 | 41 |
| 50 | Schiff Scout Reservation | October | 9, 1936 | 24 |
| 51 | Schiff Scout Reservation | November | 20, 1936 | 19 |

1,486

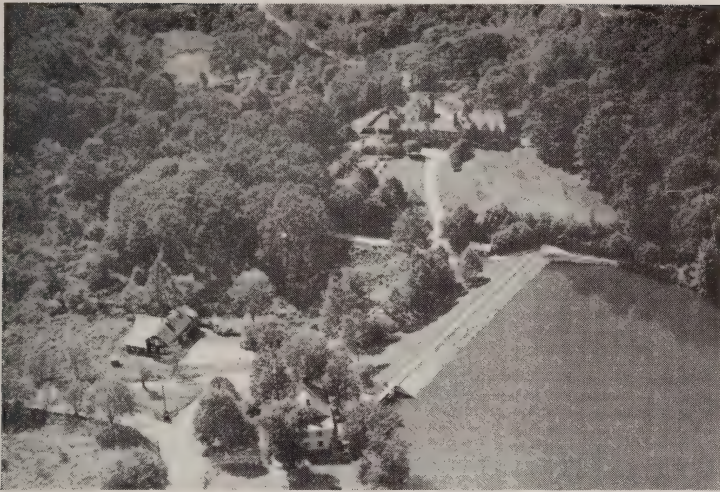
The Mortimer L. Schiff Scout Reservation

Following the untimely death of Mr. Schiff, and when the question of the form the memorial to him should take, was brought up, various suggestions were considered, including the one that the memorial should be a training center. His mother, Mrs. Jacob Schiff, had offered her summer home at Ramsay, N. J., but it was found to be unfitted for a Boy Scout Center or a National Training School.

After numerous conferences with Mrs. Schiff, Mr. John Schiff and Mr. Warburg and others, President Head and Dr. West interested Mrs. Schiff in the usefulness of and the need for a Scout Reservation and Training Center. Mrs. Schiff and her advisors considered this carefully and decided to make available a sum of \$250,000 for that purpose. She also made the earnest request that the choice of the site and other arrangements be expedited, so that they might be completed within her lifetime, as she had already passed the fourscore year mark.

The Executive Board, therefore, recommissioned Mr. Hoyt, Dr. Finley and Mr. Pratt, of its former committee advised by Major W. A. Welch and Mr. Herbert Merkel, and assisted by a Staff Committee, to select a site for the memorial and in June, 1932, this Committee reported having visited 150 of the more than 400 properties considered. At a late date in the quest, Dr. West's attention was invited to the property of the late Col. Richard Williams, consisting of nearly 500 acres at the edge of Mendham, near Morristown and Bernardsville, New Jersey. It was found that this remarkable estate was on the market at a fraction of its cost, and could be purchased and developed well within the \$150,000 allocated to that purpose, leaving the endowment fund of \$100,000 intact. This property was subsequently purchased and in due time developed into the Mortimer L. Schiff Memorial Scout Reservation.

The dedication took place on October 18th, 1932, in the presence of some 600 guests, including Mr. Schiff's



Air View of Reservation and Lake.

family. The letter from President Roosevelt reproduced on the following page was read and roundly applauded. Governor Moore of New Jersey was present and spoke for the State, and Mr. Schiff's son, John Schiff, delivered the keys to Mr. Hoyt, who presided in the unavoidable absence of President Head. Dr. Finley gave the dedicatory address and, in his usual happy way, presented a masterly summary of the functions which this memorial would fulfill. No one who heard that address will forget it, or his apt quotation from Shakespeare. After telling how the beauties of the trees and flowers and the birds would increase the attractiveness of the spot, as a Scout center, he said,

"It is stated in this book that you have that every song bird will be found in this reservation. I hope among them is the Starling, that shall be taught to speak, as Shakespeare said, only the name Mortimer, though with a different purpose than it sang in Henry the Fourth, to keep his name ever in grateful memory."

THE HISTORY OF THE BOY SCOUTS OF AMERICA

THE WHITE HOUSE
WASHINGTON

October 7, 1933

My dear Mr. Head:

You are thoroughly familiar with my personal enthusiasm for the Boy Scouts of America based upon my actual experience as President of the Boy Scout Foundation of Greater New York during the past twelve years. It naturally follows, therefore, that I am most happy in the development of the Mortimer L. Schiff Scout Reservation. This memorial will ever be a reminder of the generosity of his mother, as well as of Mr. Schiff's own contributions, not only financial, but in unusually intelligent and devoted volunteer service to the Boy Scouts of America over a period of twenty-three years.

Scouting, like all worth while educational movements, is dependent in the last analysis upon the degree of understanding and skill of its leaders. The fact that this well equipped Reservation is now available for training purposes will in my opinion mean a greater advance in the cause of Scouting in the years to come, notwithstanding its marvelous record of the past.

As I had occasion to say incident to my recent visit to the Ten Mile River Boy Scout Camps, the fact that men who had Scout training and who enlisted in the Civilian Conservation Corps naturally became the leaders in many of these camps, is splendid testimony as to what Scouting is doing for the country. I hope it will be generously supported by our people in all parts of the country.

The Mortimer L. Schiff Scout Reservation through its training facilities will greatly add to the ability of the Boy Scout Movement in making a greater contribution to the life of America.

Very sincerely yours,

(Signed) FRANKLIN D. ROOSEVELT

Mr. Walter W. Head,
President, Boy Scouts of America,
Two Park Avenue,
New York, N. Y.



The 31st National Training School.

The first year of the Schiff Reservation demonstrated what it was going to mean to Scouting. More than 1,600 visitors called at the Reservation during the year. The following schools were held in 1934: five Executive Training Schools (30-day courses), three on Sea Scouting, three for Cubbing, one for Camp Directors, one for Nature Counselors, and one for Diocesan (Catholic) Scout Chaplains—with a total attendance of 263 men.

A number of progressive educational practices have been developed at the Schiff Reservation Schools. One of these has been the plan of group study, with a Patrol as the class exercise unit as well as the housing unit.

Something of the enthusiasm of these men, in quest of training that they might better serve youth, is indicated in one of the songs which has been popular with these schools—sung to the tune of “The Chocolate Soldier.”

Hail Scouting Spirit

Hail! Hail! Scouting Spirit,
Best in the land;
Hail! Hail! Scouting Spirit,
United we stand.

Onward and upward we're treading,
Always alert to make Scouting ready,
We are Prepared.
Hail! Hail! Scouting Spirit.
Hail! Hail! Hail!

The Educational Service

Dr. Elbert K. Fretwell was the efficient Chairman of the Educational Committee at the close of the quarter-century, with Dr. Ray O. Wyland as Director of Education; Charles F. Smith, Assistant Director of Education; Judson P. Freeman, Director of Schiff Reservation; Gunnar H. Berg, Director of Training.

Meantime, the training of Local Council and Troop Leaders has continued to grow across the years. While the National Council continues to help plan them, the main responsibility for giving such courses rests on the local community, with the instructors drawn from nearby.

The Scoutmasters' Training Course consists of three main parts—the meaning and purpose of the Movement and the mechanics of organizing and program making—second, boy nature and interests—third, activities and skills which involve actual outdoor conditions, frequently held at the Council Camp.

The Five-Year Training Program

In 1928, the Volunteer Training Service inaugurated a "Five-Year Progressive Training Program," consisting of a series of courses and other requirements leading up to a training award called the "Scoutmaster's Key." From that time to the close of 1936, a total of 24,433 certified courses had been given and almost 200,000 certificates had been issued to participants in them.



National Training School—San Rafael, Calif.

In his report for 1936, Gunnar H. Berg, Director of Volunteer Training, reported 3,617 certified courses given by the 539 Local Councils, with 37,887 certificates awarded. In addition, a large number of more informal courses were given.

In addition to training work in Local Councils, numerous Colleges, Normal Schools and Universities have conducted educational work for Scout Leaders. The 1936 Annual Report lists 416 of these institutions of higher learning, as having given Scouting Courses. More than half of these were for credit. Thirty-four Theological Seminaries, of all denominations, gave Scout Leader Training during the year.

Boy Leaders

One very significant educational feature of the Boy Scout Program is in the opportunities it gives boys to get actual experience in serving as leaders. Detailed studies made of Troops, indicate that over one-third of the more than a million Scouts enrolled in 1936, had leadership responsibilities that year. Of the sixty thousand Assistant Scoutmasters one half, or thirty thousand, were under 21 years of age. Then there were approximately 40,000 Junior Assistant Scoutmasters, 16-18 years of age. Senior Patrol Leaders exceeded thirty thousand, with 120,000 Patrol Leaders, 100,000

Assistant Patrol Leaders, and over 30,000 Scribes. In addition to these, there are numerous special responsibilities which are carried by Scouts in individual Troops.

The training policy of the Boy Scouts of America has been to try to train every person in the Movement for the job he fills. There have been four ways in which these boy leaders have been trained: (1) in service by a learn-on-the-job, trial-and-error method centered in the regular weekly conferences with the Scoutmaster; (2) by special course given by the Scoutmaster for his own Patrol Leaders; (3) by special courses and conferences offered by the Council for Patrol Leaders from various Troops; (4) by the Handbook for Patrol Leaders which was made available by the National Council.

A Personnel Program

While these significant local and national, volunteer and professional training developments were in the making—a parallel growth, but following in point of time, took place in the field of selecting of the manpower of the Movement.

In the early years, the Chief Scout Executive personally followed up on all national appointments and recommendations to Local Councils for their Executives.

The annually-renewable registration and commissioning of Scoutmasters, which he started in 1911, was in the interest of safeguarding against undesirables.

Speaking of this in a bulletin of May 23, 1930, he said:

“Time and time again during the past twenty years we have had experiences which have definitely caused us to realize the vital importance of personnel in determining the effectiveness of the Scouting Program. The kind of man who serves as a Scoutmaster is the largest single element in determining what values boys actually get out of the program of the Boy Scout Movement. This is true of every position in Scouting.”

From the first years, as Col. Theodore Roosevelt stated at the Annual Meeting in Chicago, in May 1935, the Movement has regarded leadership as a sacred trust. He stated that some men who offered themselves and their time as leaders, chafed under the necessity of filing a blank, undergoing investigation and check-up before being commissioned. "Have I not offered myself. Is that not enough?", they say. Col. Roosevelt's response was that frankly that had never been enough. We dare not do less than *know*, as nearly as is humanly possible, what kind of man we are placing to deal with youth. He continued,

"We have, as has been reported to the Personnel Committee, a confidential list of 2,904 men from every state and large city in the Nation who are undesirables. Eight hundred and forty-seven of these men are wholly undesirable for any work with boys no matter how limited—they are morally unfit. Every applicant is checked with care against this confidential file. Every man seeking certification must meet these conditions and any other safeguards that we can devise for surer protection."

The history of our personnel development has followed certain rather natural steps. Beginning 1911, as Local Councils were organized, they checked through four character references on each man. Progressively, following October 1913, steps were taken to see that endorsers were not just friends, lending their endorsing names. It was necessary for the institution to recommend the leader of its boys, through the Troop Committee of the institution. This procedure has been gradually strengthened and stiffened into a very real institutional responsibility.

By sharing this responsibility, first with the Local Council and also with the institution, the result has been to get them all "good-leader-minded" to a greater degree, year by year.

With the introduction of the registration of all adults related to the Movement, which began in 1928, even

these responsible Committeemen were themselves subjected to the same careful check-ups.

A Department of Personnel

In 1927, the Board authorized what the Chief Scout Executive had long desired—a Department of Personnel. Councils were multiplying and expanding—a Training School for Scout Executives had gotten under way in 1925, and the new Personnel Department, under E. A. Stowell as Director, began to deal with the professional and national appointments.

Camp Directors were now subjected to the same careful processes of selection, as were Scoutmasters.

The first Personnel Committee of the National Council consisted of: Lewis Gawtry, Chairman; A. W. Dater, Dr. E. K. Fretwell, Col. Theodore Roosevelt and Henry Bruere.

The Division of Personnel

In 1931, with the new Divisional plan, all personnel responsibilities were grouped together under the Directorship of Mr. H. F. Pote, formerly Regional Executive of Region X. This grouping includes recommendations for appointments both national and local—weeding out of applicants who should not be admitted to take the 30 day Course for Executives—administering the confidential list of undesirables—handling the whole matter of registrations both of boys and leaders.

An orderly study of qualifications of employed men and new men seeking employment, was instituted, not only to eliminate weakness, but to capitalize strength as well—so that when an opening occurred, the needs of the position were known and the qualities of the available men were known and the two could be matched somewhat more scientifically.

The Personnel Division has subjected its new plans and devices for improving the quality of the man-power of the Movement—to leading personnel authorities both

within and outside of the Committee. The readiness of these men to censor and advise, is a tribute to the Movement and its purposes, as well as a revealer of their own deep interest in youth.

From 1933 to 1936, Col. Theodore Roosevelt was the Chairman of the Personnel Committee, having been an interested and active member since its inception in 1927. Col. Roosevelt is intensely human and interested in human problems. Personnel administration is precisely that.

Mr. John M. Schiff became Chairman of this committee in 1936, and associated with him on the Committee were: E. K. Fretwell, Vice Chairman, R. K. Allerton, F. A. Bean, Jr., W. V. Bingham, Henry Bruere, W. M. Bushnell, Alfred W. Dater, J. W. Dietz, H. L. Glucksmann, Peter Grimm, Frank G. Hoover, Harry C. Knight, P. N. McCaughan, Byrnes MacDonald, F. A. MacNutt, Jo Zach Miller, III, E. W. Palmer, Reginald H. Parsons, Philip L. Reed, G. Barrett Rich, Victor F. Ridder, Theodore Roosevelt, John Stilwell, Ordway Tead, Franklin L. West.

The Personnel Guide

In 1934, the Personnel Division completed the first stages of its analysis of the difficulties and needs of the Local Council in finding and picking men for the various leadership tasks of the Council. These results and recommended ways to proceed, were set forth in "A Personnel Guide for Local Councils," which was revised in 1936.

This opens up a great task. As Col. Roosevelt reported in Chicago, there are nearly 300,000 men to be passed upon each year. Here is a great new area where "improvement" can be added to "safety".

Thus modern personnel science has been mobilized to serve the Local Council, which in turn has existed to serve the Troop leaders and the Troop program. It is to leadership that youth has responded. The devotion and time of the volunteer leaders, national and local,

has made possible the values that Scouting has released to boys in these twenty-five years.

The Silver Buffalo Award



Silver Buffalo.

Beginning in 1926, the National Council has awarded "The Silver Buffalo" to men who have rendered distinguished service to boyhood in a nation-wide way. This Silver Buffalo is a miniature reproduction of the Buffalo presented to the Prince of Wales for Gilwell Park, in memory of the Unknown Scout, whose "Good Turn" to W. D. Boyce brought Scouting to America. Up through 1936, eighty-eight of these had been awarded.

The Silver Beaver Award

This recognition led to the development, in 1931, of "The Silver Beaver" award, made by the National Council, upon the recommendation of the Local Council, to men who have rendered "distinguished service to boyhood" in the Local Council area. In the first six years over 3,816 of these were conferred. The stability and continuing devotion of their leadership is indicated by the fact that they averaged over eleven years each.



Silver Beaver.

Leadership a Responsibility

A speaker at the Estes Park Conference of Scout Executives in 1924, speaking of the sobering responsibility of being a leader of a group of earnest, clear-eyed youngsters, said:

"Water rises no higher than its source. You cannot give something you haven't got."



Program Development

In the story of Scouting in America, the development of the activities of the Program looms large in importance. These activities, through which the ideals of Scouting find expression, have continued to grow and change and develop since the beginning, until on January 1, 1931, the Division of Program was created to further such matters with Dr. John H. Finley, as Chairman of the Divisional Committee and E. Urner Goodman, as Director.

Dean Russell's Tribute

What Dean James E. Russell, of Teachers College of Columbia University, wrote about the fundamentals of Scouting, remains true after a lapse of nearly two decades.

"It is for these reasons, therefore, that I declare the Boy Scout Movement to be the most significant educational contribution of our time. The naturalist may praise it for its success in putting the boy close to nature's heart; the moralist for its splendid code of ethics; the hygienist, for its methods of physical training; the parent, for its ability to keep his boy

out of mischief; but from the standpoint of the educator, it has marvelous potency for converting the restless, irresponsible, self-centered boy into the straightforward, dependable, helpful young citizen. To the boy who will give himself to it, there is plenty of work that looks like play, standards of excellence which he can appreciate, rules of conduct which he must obey, positions of responsibility which he may occupy, as soon as he qualifies himself—in a word, a program that appeals to a boy's instincts, and a method adapted to a boy's nature".

Statement of Fundamentals

As Dean Russell stated, different people have seen different things in Scouting, but our Chief Scout Executive from the very beginning had very definite ideas which were embodied in our Constitution:

To quote from his own statements thereon, we must:

"1. Make sure all along the line, through National, Regional and Local Council leadership, that there is a clear understanding that Scouting is a 'game' for boys.

"2. That our only interest in developing, training and making available through organization—leadership which capitalized the boy's desire to be a Scout—is that his program of activities should result in character-building and citizenship-training.

"3. In the Boy Scout Program, the essential elements are the Scout Oath and the Scout Law and the ideals of service resulting from the practice of the Daily Good Turn, individually, and in the Patrol, the Troop and the Community Service. All Scout activities should be regarded as a means of making the Scout ideals effective".

The "Program of the Boy Scouts of America", therefore establishes certain broad social and moral aims, toward which various program activities could be used.



National Staff at Briarcliff, 1932.

Four Lines of Advance

The development of activities and the outreach to boys needing and lacking such experiences has been along four lines:

- 1.—Improvement in methods of dealing with boys.
- 2.—Development of specialized National Departments, later called “Services,” to meet special local needs and to further their activities in the Local Councils.
- 3.—Development of special program activities for boys at younger, and older, age and maturity levels.
- 4.—Organizing a planned outreach to special groups of boys such as rural boys, special language groups, racial groups, less-chance youth.

Making Scouting available to Rural boys has been furthered through a special National Service, which has developed methods and plans which lent themselves to a planned outreach, when the Area Councils began to multiply until most Councils had rural territory. This important work, therefore, may be classed both in divisions (2) and (4).

1) Improvement in Methods

The development of methods and the widening of the use of the Program has been along four different principal lines. *First*—there has been the development of methods and of skills in how best to carry on boy activities, how to organize them, how to encourage boy responsibility and boy initiative, how to stimulate and encourage. The progress in these areas has been great and is a continuing progress, as new devices and plans are successfully found in practice. Once these are established in usage, they are spread through training and through the various magazines for Scouters and for Cubbers.

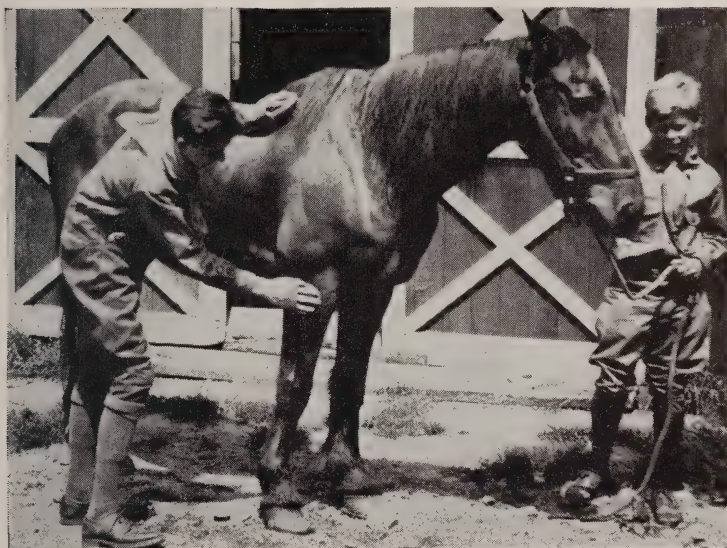
One direct result of this practice has been to keep leaders alert and sensitive to improvement and conscious that their boys deserve the best of which we are capable.

2) Specialized National Services

The second type of program development is that which has both caused and resulted from the setting up of National Staff provision to serve some need of Scouts or Leaders.

This was probably the earliest type of development. It led to a Department of Equipment and Supplies in 1911, and to the development of books and magazines for boys' reading, starting in 1911. It started the magazine SCOUTING in 1913, to serve the Scoutmasters and other leaders. In 1914, and more fully in 1917, it called for a Department of Education and later for a Camping Department in which safety and engineering interests were dealt with as part of camp standards, which two have grown into separate "Services" in more recent years, under the Divisional Plan. This same type of need led to a Publicity Department, Personnel, Rural Scouting and later to a Research Service and more recently to an "Activities Service."

As samples of such development, three of the more recent are cited here, "Scouting for Rural Boys", "Health and Safety", and "Special Activities".



Scouts on the Farm.

2a) Bringing Scouting to Rural Boys

Despite the great influx into cities and industrial centers in recent decades, 61.8% of the boys who become 12 years of age each year, live in places having less than 10,000 population. In the farm areas, youth have had fewer chances for leisure programs than in the cities—so how to serve them more fully is now regarded as a major responsibility.

The minutes of the Executive Board, in the first two years, record the recognition of the rural opportunity. Many rural Troops were organized, but transportation and roads were more of a problem in those years, and there was a definite conviction that the rural needs and interests and situation merited individual study and a rural approach.

The first Rural Scout Commission studied the problem and reported at the Estes Park Conference in 1924.

That year marked the transfer of the Lone Scouts, organized in 1915, by William D. Boyce, to the Boy Scouts of America, with Armstrong Perry in charge, during 1924-25.

Naturally, problems were encountered in shifting from a somewhat loose type of newspaper "tribe", to a definitely registered membership status. The sixty thousand of previous record were found to have shrunk considerably when the annual registration gave a more accurate count.

Benson Organized Commission

However, out of it came a real idea—that there were thousands of boys in isolated settings, who needed and could greatly benefit by using Scouting at home. A second Rural Scout Commission met in New York, in September 1925, with O. H. Benson as Chairman. The following year, it submitted a very complete report on rural Scout needs.

In 1926, Oscar H. Benson, who started the 4-H Club work of the U. S. Department of Agriculture, was invited to organize and develop a thoroughgoing rural approach to these rural youth, under a National Committee on Rural Scouting, of which John P. Wallace was the Chairman.

Just at this time, a new Handbook for Boys was in preparation and O. H. Benson was invited to collaborate in getting into the Boys' Handbook, material and requirements and illustrations of rural crops and animal types, which resulted in a Handbook suited to both city and farm boys, to the actual advantage of both.

Next, came Merit Badge pamphlets in new rural subjects, which by 1935, totalled thirty-eight, a third of the total list of available subjects.

Cooperation with farm journals and periodicals began at once, as did cooperation with all national agencies interested in and serving the farm. Up to 1935, memoranda of cooperation had been drawn up with the agricultural forces of thirty states, with 4-H Clubs, County Agents, Granges, Junior Farmers, and so on.



First-Aid Stretcher Practice.

By 1929, there was initiated the first area-wide demonstration of a Rural District Organization, covering the five counties adjacent to Rockford, Ill. Here was demonstrated, just how the farm boys could be reached, and a fine type of social and financial team-work between town and country was experienced.

The results, from the first score of Councils fully using the plan, had clearly shown that here was an effective way to bring Scouting to rural boys. Other Councils were advised of these benefits and, by the close of 1935, some 400 more Councils began organizing to do the same, in accordance with the National plan.

When the Cubbing literature was prepared, Mr. Benson and the Rural Committee were again called into collaboration, so that the Cub Handbooks were fully ruralized as created. Lone Cubs have done some very interesting things. A Lone Cub at Audubon, Iowa, started a Den—later a Troop—then six Troops. Soon a District and later a Council grew out of one of ten-year-old's interest! Truly "a little child shall lead them".

2b) Furthering Health and Safety

In 1926, a Committee was organized to have charge of this important responsibility, under the Chairmanship of Col. Theodore Roosevelt, and with him such men as Barron Collier, Vice Chairman, Dr. C. Ward Crampton; Dr. Hugh S. Cumming, Surgeon General; Dr. Haven Emerson; Harold F. Enlows, of the American Red Cross; Rear Admiral Cary T. Grayson; Prof. Ira V. Hiscock; Dr. Dudley Jackson; Dr. Robert H. Kennedy; John E. Long, Supt of Safety, D. & H. R. R.; Dr. Charles H. Mayo; Dr. William C. Menninger; Lew R. Palmer, Conservation Engineer; Dr. George E. Vincent; Prof. C.-E. A. Winslow; with Mr. Fred C. Mills, Director. All these committeemen were interested in preventive medicine and in constructive activities, tending to bring about safety and health.

The Scout Movement, both abroad and here, has always included in its Program, instruction in First-Aid and Life-Saving, as well as in Safety and in how to deal with emergencies. The natural thing to do was to become interested in avoiding the need for first-aid, for one's self—which meant safety care.

Also, the Scout Oath involved "doing my best to keep myself physically strong****". Here was an obligation to health.

Because of his own experiences as a boy, Dr. West has given of his time and experience that other boys might be spared the tragedies of impaired health. President Theodore Roosevelt, Dr. G. E. Vincent and others aided greatly in the same efforts.

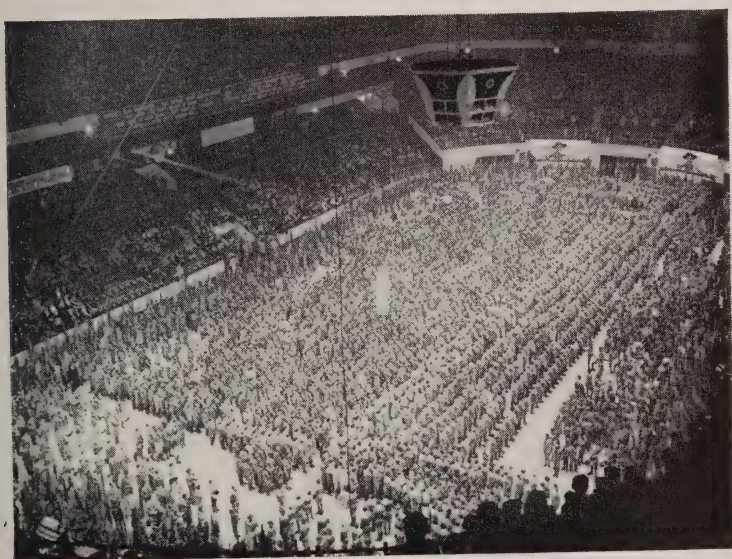
Since 1920, the standard procedure for a Scout camp has been to have the Scout bring with him evidence of a physical examination.

The new Cub Movement, in 1930, provided for an annual health check-up for each Cub, as a regular part of the advancement scheme.

Many Scout Councils are requiring a physical examination for admission to Scouting. The National Training School for Scout Executives, at the Schiff



Chicago Circus, 1935.



New York Scoutorama, 1936.

Reservation, makes such a check of every man entering training for the professional service.

The Health and Safety Service started in the Department of Camping and was made a separate service in 1931. In addition to the National Committee, provision was made, in 1927, for such a committee in each Local Council, that they might better promote health and safety for local youth.

2c) Public Program Aspects

Very early in the history of Scouting there were public events and demonstrations. The second issue of the SCOUTING magazine, May 1, 1913, refers to Philadelphia's "Third Annual Field Day and Encampment", directed from the "Office in Independence Hall". The same issue refers to an encampment for Oklahoma Scouts under the Commissioner, C. E. Buchner, of Oklahoma City. The next page commends the Brooklyn, New York Council for its veto of a proposal to pick the most skilled Scouts from the city and put them in a "show" Troop to demonstrate. The next number points out that parading of Scouts is not in accord with Scout service principles—instead the Scouts should help with lines, render First-Aid, and give messenger and other service.

Early in 1910, the Buffalo Troop organized by J. F. O'Brien, Y.M.C.A. Secretary, gave a Scout Demonstration in Convention Hall, attested by the Police permit to march thither from the Y.M.C.A. This uniformed Troop greeted Baden-Powell with the Stars and Stripes on his Buffalo visit. That same year G. Barrett Rich, Jr. and Arthur Cotton, of the Buffalo Y.M.C.A. went to Toronto to witness a "public demonstration" there.

In 1911, the Ardmore, Pa. Troop gave a play, "Scouts to the Rescue".

St. Louis held its first public exhibition at the Y.M.C.A., April 7, 1911—a forerunner of its famous "Circus" of later years. In November of that year, the St. Louis "Globe-Democrat" reports a "Camporell" in



St. Louis Merit Badge Show.

which 15 Troops camped overnight in Forest Park and gave a public demonstration the next day.

A few sample names indicate the geographic spread of these first public events—Portsmouth, Ohio; Woodbury, N. J.; Dallas, Texas, and Jackson, Miss. State Fair Rallies; Brooklyn, N. Y.; Kansas City, Mo. Rally with 1,800 Scouts and one in Philadelphia with 2,000; Bridgeport, Connecticut, Exhibition, Chicago Red Cross Contests.

Here we have, prior to 1914, public events used as the basis of strengthening the program, through boy enthusiasm and an awakened interest in youth on the part of the public.

Before 1916, we find the first Scout "Circus" mentioned in the magazine SCOUTING—starting in Kansas City, and in Chicago and St. Louis, and with many others having rapidly developed this form of dramatic education for Scouts and public.

For the purpose of this chapter, it suffices to indicate that, in 1936, public events of this general nature were finding place in practically all Council Programs.

Experience has shown that these public events do more than build good will, they educate the public.

Through the generosity of Mr. Marshall Field, III, a Service of Activities was instituted in the National Division of Operations in 1933, with Lorne W. Barclay as Director. In addition to issuing valuable literature to Councils, the new Service turned its energies at once to the program aspects of the 1935 National Scout Jamboree as their first major task of the "Jubilee Year", and in 1937 to the First National Jamboree, as the one for 1935 had had to be cancelled.

These three examples are typical of the local program development, through the aid of a series of such National specialized Services. The Operations Division Service of Finance Counsel and Local Surveys, under Assistant Director Charles N. Miller, is a similar aid, though not a separately organized National "Service".

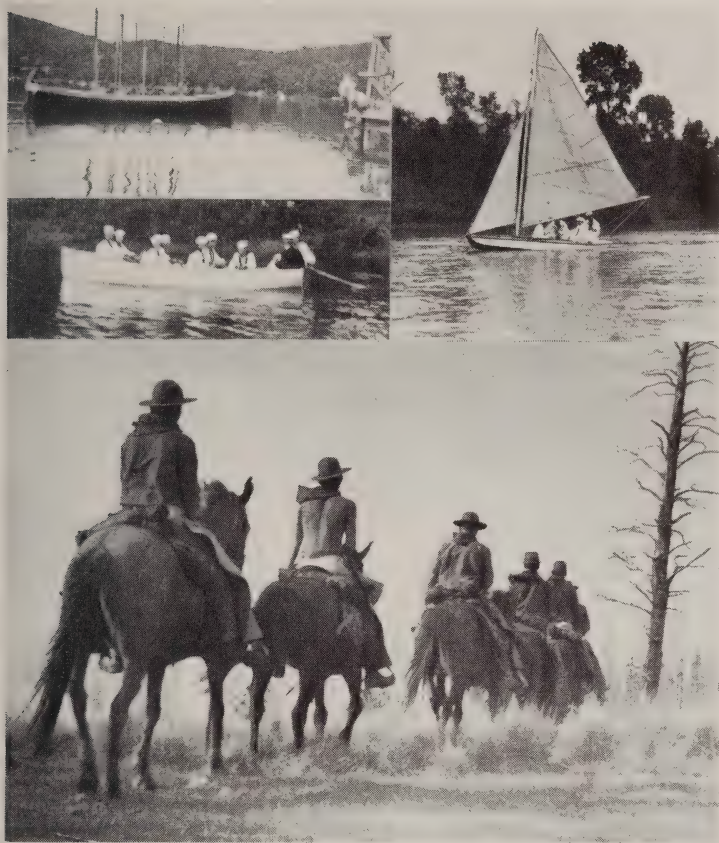
3) Program Expansion for Various Age Levels

The third type of development of Program has been the devising of new activities and associations for boys at different age and development levels—such as for older boys and younger boys. These started first, with the earliest Troops, using their older Scouts in special Troop leadership and, almost at the same time, with Sea Scouting in 1912.

3a) Older Scouts in the Troop

Of course, for years, wise Scoutmasters had been "using" their older Scouts as leaders and assistants and instructors, so much so, that sampling of the young men over 15 indicated that they totalled 202,000, or 30% of the total boy membership in 1935.

To meet in part the interest and growth needs of these "seniors"—the rank of Assistant Scoutmaster was opened in 1911, to young men over 18 years of age. In 1925, the office of Junior Assistant Scoutmaster was made available to Scouts who had reached 16. A study in 1934, revealed that there were 39,277 Assistant Scout-



Senior Scouts "On the Go".

masters and about the same number of Junior Assistants. Starting about 1916, the Veteran Rank was instituted to recognize years of service in the Movement and included in 1936, a total of 62,728 different registered veterans of over 5 years service: 49,453—5 year; 9,415—10 year; 2,774—15 year; 907—20 year; 179—25 year. Of course, there are many thousands of others who have not had their records confirmed and therefore have not yet received authorization to wear the dis-

tinctive Veteran's Badge. The relationship of Associate Scout was created in 1915, to enable the interested older Scout to maintain an associate and occasional relation to the Troop.

3b) Sea Scouting

The history of special program expansion also includes Sea Scouting, for that was the first special program for the older young men. The first number of SCOUTING (April 15, 1913) speaks of the "New Branch of Boy Scouts of America which will be started with the aid of the Secretary of the Navy".

Arthur A. Carey, of Waltham, Massachusetts, had had Sea Scouts using the Schooner "Pioneer" in 1912, and he had been appointed Chairman of the National Council Committee on Sea Scouting. Charles T. Longstreth organized his first Sea Scout Patrol in Philadelphia, on his yacht, in the summer of 1912. Both of these men prepared manuals on Sea Scouting and Carey's "Cruising for Scouts" was the first National Sea Scout Manual.

Commander Watson, son of Rear-Admiral Watson, suggested to the United States Navy Department the advantages of encouraging Sea Scouting, and on February 27, 1913, the Secretary of the Navy issued an order to that effect. This was the beginning of the years of cordial and helpful relations with the U. S. Navy, which has meant so much to Sea Scouts.

In October 1917, James A. Wilder, of Honolulu, veteran sailor, globe traveller, artist and devoted worker with boys was secured as Director of the Department of Sea Scouting, and he and Skipper Horton, with Thomas Murphy as office secretary, prepared a new Sea Scout Manual. Wilder was a truly remarkable personality—brilliant but modest, cordial and friendly, gracious and informal. He had a fund of stories and cosmopolitan experiences, as varied as his unusual skill in outdoor cookery, or his deftness in marine crafts. He was an apostle of cheer and captured for Sea Scouting, the imagination of our leaders.

The National Sea Scout Committee, in 1920, had as its Chairman General George W. Goethals and appointed with him were Admiral William S. Sims, Charles N. Schwab, Col. Arthur Woods and Commodore Wilbert E. Longfellow, of the American Red Cross. Since 1927, Commodore Howard F. Gillette of Chicago has served as Chairman of the National Sea Scout Committee, with Lieut. Commander Thomas J. Keane, U.S.N.R., as Director. During this same period, the annual reports of the Chief Scout Executive record the fact that the membership has grown from 8,043 in 1930 to 20,802 in 1936.

Beginning in 1929, Regional Flagships and National Flagships were selected on the basis of real service rendered by the Ships.

In 1936, Sea Scouting was in active use as a program, for Scouts over 15 years of age, in 413 of our 539 Local Councils (76.6%), using a new guide book prepared by the Topeka, Kansas, leader, Dr. Wm. C. Menninger who, in 1935, was elected to the National Executive Board.

The Sea Scout Program development has been along somewhat different lines in the United States from that in England, where being more of a maritime nation than we, the Deep Sea Scouts have been organized among lads following the sea as a vocation. In the United States, the program emphasis has been fundamentally educational rather than vocational, and quite parallel to the Scout Troop in aims, though it has proven to be of vocational value in many cases.

Thus came the first expansion of the program idea to new activities and older years.

Our success in dealing with boys over 12 years of age naturally led people and institutions, who were interested in younger and older boys, to turn to the Scout Movement for help.

3c) Cubbing

With his big brother a Scout, the little brother wanted something like it. One little fellow asked,

"Can't I be half a Scout until I am 12?" In England, the younger boys were enrolled in the "Wolf Cubs", and in America, we had several younger boy organizations outside of Scouting, but operating in its shadow. Often we discussed the advisability of something akin to Scouting, but attuned to young boys, as an integral part of organization. Parents and institutions were demanding it. Scout Leaders sought relief from younger boy "hangers-on", who interfered with good Troop work and made it harder to hold older boys.

There was some fear that Scouting would be unfavorably affected by giving to boys 9, 10, and 11 years of age, activities in any way similar to those of boys 12 years of age and older.

After a most careful consideration of the proposal from all angles, especially as the whole Scout Program would in a way be affected by such a development, in 1925 the Executive Board appointed a Committee consisting of William D. Murray, Chairman, Dr. Jeremiah W. Jenks and Dr. John H. Finley to study further the younger boy problem. This Committee retained Dr. H. W. Hurt, a well-known educator, as consulting psychologist, to study the problem and report as to the advisability of inaugurating such a department of our work. A check of the psychological validity of such a program and a survey of existing efforts, led to the report that there was great need at these ages and relatively little being done—also that boys at these younger ages were more easily influenced than at older levels.

The Laura Spelman Rockefeller Foundation, having been interested by the Chief Scout Executive in the younger boy problem, generously made available a fund of \$50,000, which enabled us to retain the staff to carry on the study and the program building.

In 1928, with a view to meeting the evident need, the actual research work was begun by Dr. Hurt. A series of careful studies was made, covering the nature of character and how it may be influenced; the characteristics of boys 9, 10 and 11 years old; the activities and games engaged in by such boys; the available program



Cubs at Work in a Backyard.

devices and their adaption to the natural home and neighborhood situation, and how to gear this into the present national and local experience of the Boy Scouts of America.

The reading habits and interests of boys of Cub age were explored and the findings used in building the program.

A first hand analysis of the "Wolf Cub" program, as practiced in England and Europe, was made, and E. S. Martin and A. E. Roberts contributed studies they had made previously.

The Advisory Committee, appointed in 1928 was made up of some of the best men in the country on the psychology of boy life; such men as Dr. Willard W. Beatty, Dr. C. Ward Crampton, Dr. John Dewey, Dr. Walter H. Eddy, Dr. Elbert K. Fretwell, Dr. C. H. Judd, Dr. Ernest R. Groves, Dr. William Healy, Dr. Clark W. Hetherington, Miss Martha Koehne, Dr. Lawson G. Lowrey, Dr. Everett Dean Martin, Dr. Frank M. McMurray, Dr. Jay

Nash, Mr. Angelo Patri, Dr. Edwin H. Reeder, Dr. Arthur H. Ruggles, Dr. Edwin D. Starbuck, Dr. George D. Strayer, Dr. L. M. Terman, Dr. E. L. Thorndike, Dr. LeRoy A. Wilkes, Dr. Jesse Feiring Williams.

In addition to the members of the Advisory Committee, 13,500 leading psychologists, teachers, superintendents, professors of education, college executives, recreation and welfare directors, leaders of boys' groups, parents, Scouters, and others, cooperated in censoring and approving the proposed program, which had been formulated for their reaction.

All through the program, emphasis was placed on the home and on drawing fathers and mothers into the operation of the backyard or corner-lot "Den".

Overlapping with Scouting, was also very carefully avoided, the program being worked out in such a way that it would stimulate, not dull, the boy's interest in Scouting when the time came for him to be old enough, to outgrow his Pack and join a Scout Troop, at 12 years of age.

Finally, the Executive Board approved the plan of experimenting in a limited number of communities, and on August 1, 1929, the first demonstration units under the new program were started. During the next three years, close study of these experimental groups was made, in order that definite experience might be used as a basis for the final development of the program. By 1933, it was felt that the time had come for promoting Cubbing generally as a regular part of the Boy Scout Program through the country. In 1935, Mr. William C. Wessel, formerly Assistant National Camp Director was appointed Director of Cubbing, succeeding the Research administration of the new program.

We were able to say of this program that it had been developed in response to an insistent demand, that it had been developed in the light of scientific theory involving exhaustive research studies of character, boy nature, boy games, boy reading, and devices and methods hitherto in use, and that it had come forth with



Brook Trout Fry in New Mexico.

the active approval of a vast number of the leading educators of the country.

Our Cubbing Program is different from the Younger Boy Program of any other country in the world, in that it is home-and-neighborhood-centered and is built around “between-meeting” time. The English “Wolf Cubbing”, which is used in certain foreign countries, is more nearly like Scouting. Our Cubbing has been received enthusiastically by parents. It is looking forward to a significant future and is meeting a proven need. During 1936, a total of 125,819 different persons were identified actively with our Cubbing Movement.

3d) Senior Scouting

In the \$50,000 grant of the Laura Spelman Rockefeller Memorial, made late in 1927, for the Cubbing Research and Program and literature preparation—provision was also made in the grant, for two additional items—a study of “what if any changes should be recommended

in the Scout Program” and, to the extent that time and money permitted, “what opportunities should be afforded to older boys.”

As a matter of fact, the Committee William D. Murray, Dr. E. K. Fretwell*, and Dr. John H. Finley and their Research Executive, Dr. H. W. Hurt discovered that the approach to the Cubbing ages could only be made by reviewing the whole age span and seeing those years in relation to what went before, and what might come after.

Significant among the findings was that the search for the one perfect universally-appealing “older boy” or young man program might cease. The facts of individual differences, and the fact that these diverged yet more at the ages above 15, narrowed the search (or widened it perhaps) to seek the best types of older boy programs, from which selections might be made by the local community.

3e) Explorer Scouting—Land Brother of Sea Scouting

Sea Scouting (see page 376) was the oldest and most widespread of these—but its land brother “Explorer Scouting” had developed effectively by 1935 in a few places, particularly in the western mountain section, especially in Portland, Seattle, and parts of Utah. The year 1937 finds this program just getting underway and building its literature, with a number of experimental units already going forward, in addition to those officially promoted by the Church of Latter Day Saints, which recorded some 3,300 “Explorers” active in 1936.

The philosophy of this new activity may be indicated by a single sentence from its Guide Book, “The Scout *learns* his outdoor craft, the Explorer *uses* it in wider adventure.”

*Dr. Fretwell succeeded Dr. Jeremiah W. Jenks, who died in 1930.

3f) Rovering

"Rovering"—a "fellowship of the open air and service", as Baden-Powell defined it—following somewhat the British experience, had started in New England in 1929, stimulated by Robert E. Hale's deep belief in it and his earnest efforts in its behalf.

Rovering was for older Scouts—18 and up. Crews had started in Seattle as early as 1928, as well as in Detroit, Toledo, and elsewhere. By 1932, there were 36 official experimental "crews" of which 27 were in 15 New England Councils. That same year John Stiles, the Canadian Commissioner, was invited to give to a selected group a Gilwell Rover Course, which was held at Briarcliff Lodge near New York City.

In May 1933, the Executive Board officially adopted Rovering and initiated plans for further development of literature and helps to leaders—announcing this new activity to the country in the Chief Scout Executive's Bulletin of June 1, 1932.

3g) The "Group"

These new program proposals were built around the "group" idea, used abroad for a decade, which idea involved a *sequence of program opportunities* awaiting the boy as he grew older—Cubbing 9 to 12—Scouting, after 12—Sea Scouting or Exploring or continuing in the Troop with Senior status, after 15—the Rovering, from 18 on—and Troop Alumni,—all of which may be available in one institution or neighborhood. These made up the "Group".

There were other programs offered to Scouts from a number of "Troops" or "Groups", enabling them to continue their Troop or Group relationship, while taking advantage of these special associations and activities outside. These include "The Press Club" for young Troop journalists—the "Alpha Phi Omega" for Scouts in college—the "Senior Division", a brotherhood of leaders—the "Knights of Dunamis", a fellowship of

Eagle Scouts—the “Order of the Arrow”, an honorary society of campers. The last three were adopted by the Executive Board in 1933. Since these are less well known, there follows here a thumb-nail history of each.

3h) The Press Club

Incident to the activities of Lone Scouting, there grew up quite a group of Lone Journalists issuing Scout papers. In 1928, the Executive Board gave to a staff committee, Messrs. E. S. Martin, O. H. Benson, and Frank N. Robinson, the responsibility of drawing these scattered Scout Journalists into a more coherent unity. In 1928, the Boy Scout Press Association was created, meeting annually at Columbia University School of Journalism, and later at Cleveland and Baltimore.

In 1933, in conference with Thomas L. Cullen of Bridgeport, who was the National President, The Press Club was modified into a Local Council activity, which could bring together the Troop Reporters and young Scout Journalists of the city, or area, for program values and fuller cooperation. In 1936, there were 73 Local Councils which had registered their Press Clubs.

3i) Alpha Phi Omega

In October 1931, the Executive Board approved the Alpha Phi Omega Honorary Scout Society, which had been started at Lafayette College, December 16, 1925, to provide a fellowship and service basis for Scouts in college. By 1936, the chapter roll had passed the 50 mark in 22 states under the leadership of H. Roe Bartle, Scout Executive of Kansas City, who had been the National President of the Society.

3j) Senior Degree Honor Society

In 1917, Frank Gray started the “Senior Degree Honor Society” in Montclair, New Jersey—that city which was the scene of the full life-time of rich service



Estes Park, Colo., Indian Ceremony.

he gave to boyhood, from the time of his first Troop in 1908, to his death in 1935. It was a brotherhood of young men and leaders of Scouts, and was built around fine traditions symbolized in a distinctive ritual, which was secret only to those under 21 years of age who were not members. Mr. K. C. Bates, the Patron, reports twenty-one chapters in 1936, with a membership of approximately nine hundred principally in the East, with the largest membership in Brooklyn, New York.

3k) Knights of Dunamis

On April 27, 1925, there was organized in San Francisco, the Knights of Dunamis, a brotherhood of Eagle Scouts, banded together for mutual improvement and service. Raymond O. Hanson, Scout Executive of San Francisco, was the moving spirit in helping these Eagle Scouts develop their ceremonials and traditions.

On their eleventh anniversary, Robert L. Hamerschlag, Grand Commander, reported just over 1,500 members in 40 chapters throughout the United States.

3l) Order of the Arrow

The "Order of the Arrow", a Camp Honor Society was started in 1915, in the Philadelphia Scout Camps

by E. Urner Goodman and Carroll A. Edson. It is built around Indian symbolism in the Lenape tongue. Its purpose, as a Local Council activity, was to single out, from various Troops, outstanding campers with the service spirit, and bring them into a fellowship to improve and further camping.

In 1936, there were 60 "lodges" scattered pretty much throughout the United States.

4) Program Outreach

The fourth type and socially very significant development which the first 25 years of Scouting reveals, is that of a planned economy—a planned outreach of Program.

There are whole areas, such as Scouting within various racial groups, Scouting for rural boys, for less-chance boys, for various religious and other groups—to which a planned service has been brought. These latter groups are discussed in Chapter XXII.

For the first few years, the Movement and its Executives were so busy trying to meet the spontaneously multiplying calls, with scanty resources and small staff, that the growth was rather in terms of what just happened naturally, on its own. Gradually, however, as is recorded in the Chapter on the Regions, one or more field workers were assigned to definite territory, to serve and service it and help it develop Scout Troops for its boys, in a planned and later in a budgeted fashion.

As outlined elsewhere in this Chapter, the bringing of Scouting to rural boys through the district plan and through integration with rural life agencies, should be cited here as an example of a planned outreach to boys, not yet enjoying Scout opportunities.

4a) Inter-Racial Program Outreach

From the very start of Scouting in this country, we have emphasized that Scouting was for all boys of all



Moro Scouts in Philippine Islands.

classes and races—yet there were certain areas of our population to which Scouting *had to be taken*. We recognized that the Indian boys, the Mexican youth along the Rio Grande, the Negro lads in the South and in the northern industrial centers, were somewhat out of the stream of American boy life and needed special aid. Also, there were foreign language and racial sections in our large industrial centers, which had imported their old-world customs into little Italy, little Poland, and similar sections. Many of these foreign parents actually feared Scouting was a device to get their boys into the Army.

Recognizing our responsibility towards these boys, the Chief Scout Executive recommended to the Executive Board, in January 1927, that Stanley A. Harris be appointed to give full time to this work. We were very fortunate in having as Chairman of the Committee, back of this piece of real missionary endeavor, Bolton Smith, whose recent death was a great loss. There were a few Troops of Negro boys organized very early. One was chartered at Elizabeth City, North Carolina, in 1911, but it was not smooth sailing, opposition was encountered.

The magazine SCOUTING for September 15, 1913, reported that "the colored Boy Scouts of Nashville, Tennessee, will go into camp in October at Greenwood."

The first Council organization to promote Boy Scout work for Negro boys was at Louisville in 1916. In 1917, they had four Troops, so satisfactory and successful that the community was enthusiastic about it. Other experiments with Negro boys began in 1923—Raleigh, N. C., Newport News, Va., and Port Arthur, Texas.

A survey in 1926 revealed 248 Troops with 4,923 Negro Scouts under Negro leadership. Louisville, Ky. had 30 Troops; Chicago, 26; Washington, D. C., 10; and Brooklyn, N. Y., 8.

In 1927, there was an experimental Troop in each one of the Southern States.

Nine years of education, promotion and experience



Leaders' Training Course at Hampton Institute.

have effected the following results in this important work.

In 1934 in Regions V, VI, and IX, which cover the South below Missouri and Kentucky and Virginia, there remained in 1936, but one Council (in Mississippi), which had not accepted and started the development of Troops among Negro boys.

The last half of this same period has witnessed a parallel growth in the acceptance of Scouting by the Indian schools of the country.

4b) Taking Program to Less-Chance Boys

In the United States, the Scout Movement has served all classes and races and creeds—a cross-section of American life, in fact. A survey of local estimates in the U. S., made for the White House Conference (1930) indicated about 25% of the Scouts in the United States were less-chance boys.

The early records of most of the large cities reveal one or more Troops organized in delinquency areas.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

The annual reports of the Chief Scout Executive made frequent reference to the outreach of Scouting to groups that needed it especially.

In 1923, the Executive Board approved the general plan of making provision for handicapped Scouts, enabling them to make advancement in requirements adjusted to their handicaps. These are now known as Achievement Scouts Class I and Class II.

For our purpose here, it suffices to point out that this service to handicapped boys has been going on for years, as a gradual widening of service.

A study of conditions in 195 Councils was made, in 1933, by the Scout Service of Education and revealed the extent of special Troops.

| | Troops | Scouts |
|-------------------------|--------|--------|
| Deaf | 21 | 589 |
| Blind | 15 | 258 |
| Crippled | 34 | 377 |
| Feeble-minded | 7 | 137 |
| Delinquency Areas | 193 | 4,431 |
| Orphanages | 31 | 794 |
| Settlements | 103 | 2,016 |

In 1934, an edition of the "Handbook for Boys" in Braille for blind boys, was made by a Philadelphia group of older Scouts and Scouters, in cooperation with the National Editorial Service.

Of course, in addition to our special Troops made up of less-chance boys, there have been thousands of them as individuals in other Troops.

Thus the program has expanded its activities and has reached out to serve.

L I T E R A T U R E

41,080,000 COPIES



IN 25 YEARS

CHAPTER XVIII

The Literature of the Movement

The literature of any organization has a two-fold character, as has the literature of a Nation. It at once reflects the nature of the people and their character, and helps to educate and develop their character.

The entire history of the Boy Scouts of America might be deduced from a study of its publications, which began with six small pamphlets and have, in 25 years, developed into a library of over 500 pamphlets and manuals. It has been necessary to develop a distinctive library of Scout Publications, because no other books that were available, exactly met the needs of Scouting.

Basic Principles

No single piece of Scout literature has ever been developed, that did not have back of it, the fundamental objectives of the Scout Program, even though the manual in question might deal with a wholly technical subject. The basic principles in all Scout publications are, first, that such literature be in harmony with the principles of Scouting; second, that it make available the best technical information that could be procured, and third, that such publications should be within reach of the means of the average boy and leader.

In the main, it has been the policy, in preparing the Merit Badge Pamphlets, to have writers in the Scout Field and authors not connected with the Movement prepare them. These then are carefully edited by our Editorial Service. In this way, it has been possible to make available to boys and men, a rich and varied array of talent which could not be included in one writing staff alone.

Early Literature in 1910

The demand for information concerning the young organization of the Boy Scouts of America came from all parts of the country and necessitated the hasty production of pamphlets giving an outline of the Movement. The six bulletins listed below, were developed and published from the Headquarters at 124 East 28th Street in 1910.

1. *Scouting for Boys*—An information bulletin giving the objectives of the Movement and the Tenderfoot, Second Class and First Class Requirements.
2. *Hints for Local Councils or Committees*
3. *A Model Scout Camp*—Telling the basis of the camping idea and giving a program for a week, and by hours of the day.
4. *Formation of Troops and Patrols*
5. *The Boy Scout Scheme—What It Is! What It Is Not!*
6. *Boy Scout Price List*—Showing Uniforms, Badges, and Equipment.

In response to the great need, Ernest Thompson Seton, Chief Scout hastily prepared a revised edition of the English Handbook for Boys, which was published and released in a relatively uncompleted form, in order to meet the insistent demands from the Field. The preface states, "The present issue will constitute the Book of Organization." An attempt to make it a real American book, is seen in the first pages, devoted as they are to the history of our Flag, closing with the Star

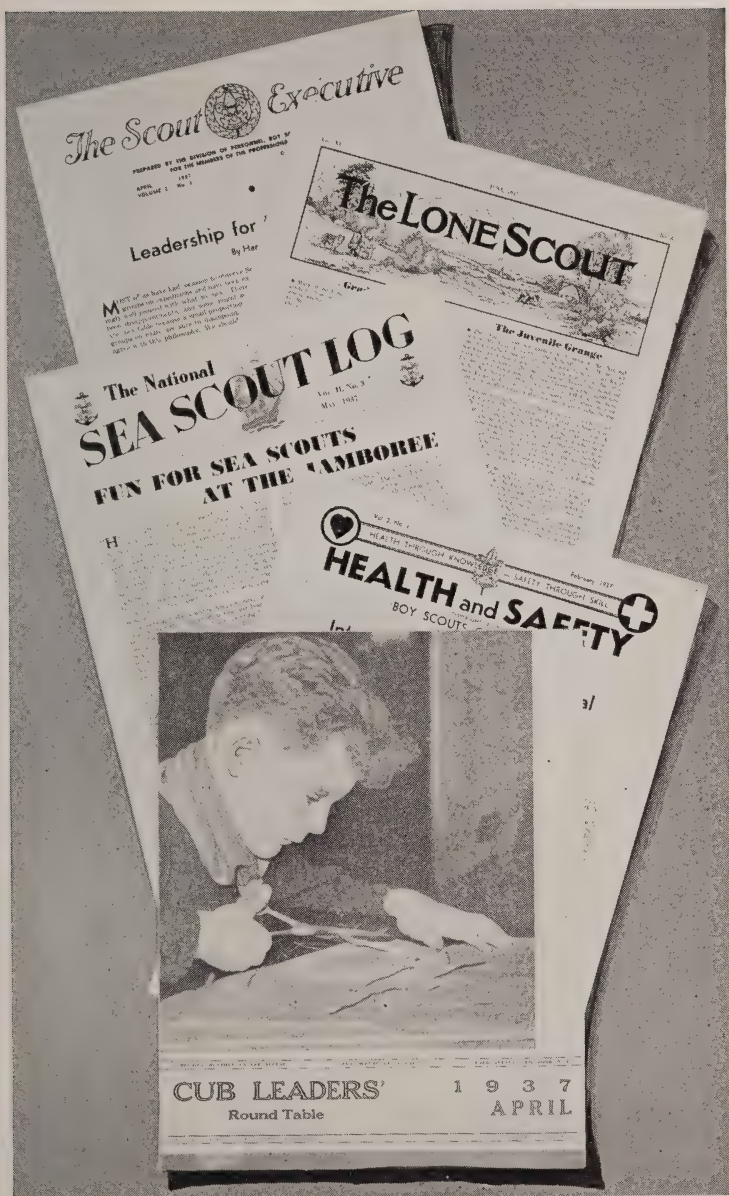
Spangled Banner in full. The outside cover reads, "By Ernest Thompson Seton and Lieut.-General Sir Robert S. S. Baden-Powell, K. C. B."

The Handbook for Boys

The Editorial Board (consisting of Mr. William D. Murray, Mr. George D. Pratt, who was succeeded by Dr. Henry Van Dyke in 1917, Mr. Frank Presbrey and A. A. Jameson) next undertook the development of the first "Handbook for Boys." They called on leading specialists to help. They often met three or four times a week, and for two or three hours at a session. They read manuscripts and proofs at their homes. Their policy was to insist upon securing something that would be a credit to the Movement, even though it involved delay.

The book could not be produced, of course, until after the four commissions mentioned in Chapter III had completed their work on standards. After the manuscript had been developed, the Editorial Board and the Chief Scout Executive felt it was too serious an undertaking for the Boy Scouts of America to inject itself into an educational procedure for the boys of America, without sharing the responsibility with others. As the Chief Scout Executive tells the story in his own words the publication of this "Handbook for Boys" became a most dramatic adventure in book publishing:

"In the publication of this book, I asked the publishers to do something which they said had never been done before. I asked for 5,000 proof copies. I wanted the psychology of the first introduction to be just that. We printed 5,000 copies from type; with the Y.M.C.A. we developed a list of everybody that I could find in America who was definitely engaged in boys' work. This was in 1911. Of course, it didn't include all Sunday School Teachers, but it did include all Boys' Work Directors of the Y.M.C.A., all Boy Club leaders, all the Scoutmasters



Magazines for Scout and Cub Leaders.

we had at that time, all the Scout Commissioners and many Superintendents of Schools. The list that I mobilized at that time made 4,600 names.

"We had a remarkable experience with this book. There was such great anxiety on the part of those who were waiting for it, that I had to ask Doubleday Page & Co., the publishers, to do something which they said they had never done before, and they actually turned over to me the key to their plant. They said they couldn't get it out when I asked them to, but that if I could, I should go ahead. I organized a group of men who worked with me at night, supplementing the group that worked there in the day. I organized a secretarial staff and transferred my office to Garden City, and eleven days from the time I gave them the manuscript, I had my 5,000 books in complete form, and I got them in the mails, and we got our replies."

Some very fine suggestions were received. Thirty days were allowed for corrections and suggestions. These were all systematically tabulated and carefully considered, with the result that, when the book was finally published, it was, in reality, a production which had had the benefit of the suggestions and editorial criticism of something like 5,000 people. Perhaps there never had been a book published with as many editors!

On August 31st, 1911, the first edition of 40,000 copies was published and, so great was the demand, that on November 29th, a second edition of 60,000 was required. On December 30th, there was a reprint of the second edition totaling 5,250. 156,750 copies were sold in the first year.

After that, the book sold steadily, involving two and sometimes three annual reprints of approximately 25,000 each. In 1915 the book was revised; the third edition of 100,000 copies was issued. This edition involved considerable revisions to bring the book in line with the latest developments of Scouting, and served its purpose through thirty-seven printings, until May 1927.

Special thanks to those who contributed material to this Handbook, on subjects with which they were familiar, should be given, as follows:

John L. Alexander; Samuel A. Moffat; Ernest Thompson Seton; National Association Audubon Societies; Dr. Wm. Healy Dall; Dr. Leonhard Stejneger; United States Bureau of Entomology; Dr. Hugh M. Smith; Dr. William Leland Stowell; United States Geological Survey; Dr. L. C. Corbett; H. W. Gibson; H. J. Holden; Warren H. Miller; Frederick K. Vreeland and Arthur Carey; George J. Fisher, M.D.; Major Charles Lynch; Wilbert E. Longfellow; Waldo H. Sherman; Col. Theodore Roosevelt.

In 1927, there was published the revised Handbook by Dr. H. W. Hurt. As in the case of the first Handbook, this was submitted in proof form to those qualified to make constructive suggestions. In the Fall of 1926, Scout Executives from all over the United States met in the Third Biennial Conference at Hot Springs, Arkansas. Enough galley proofs of the Handbook were made available, so that all of these experienced Scout Leaders had an opportunity to review the manuscript. From their suggestions and the suggestions of others, a manual of 658 pages was developed. Of this revised Handbook, twenty-five reprints had been published by 1936. There has been a total of over five million copies sold, making it, during its first twenty-four year period that elapsed since its publication, one of the best sellers in the country.

Handbook for Scoutmasters

The same careful procedure, that was developed in the case of the "Handbook for Boys," was followed with the "Handbook for Scoutmasters." The preparation of the first issue of this book proceeded slowly in spite of the insistent demands from the Field for it, in order that the final book might represent the best thought and procedure. It was published first in a series of

pamphlets, which were made available to the Field and, in 1913, 10,000 copies in proof form were printed. The Executive Board authorized the distribution of these, without cost, to the men actively engaged in Scouting at that time, and authorized the sale of the proof edition at \$.25 each. At that time, there was considerable concern as to whether the book would meet the needs of all the men in the Field. By circular letter and through the magazine SCOUTING, all of the active Scoutmasters and other Scout Officials, were urged to submit their suggestions as to changes. No radical changes were suggested, and in 1914 the first edition was printed.

In 1920, was published a new "Handbook for Scoutmasters," in which Dr. H. W. Hurt incorporated the newer methods and successful devices of over a thousand leaders. Reprints have been necessary almost every year.

At the close of 1936, a new Handbook for Scoutmasters was prepared by William Hillcourt, who wrote the Patrol Leaders' Handbook, mentioned below. The new book was in two volumes.

Handbook for Scout Executives

That same year a similar procedure was used by Dr. Hurt to create the first Handbook for Scout Executives, "Community Boy Leadership"—manual of leadership of men. St. Elmo Lewis ordered copies of this book for the sales executives of the firms to which he gave sales counsel.

Patrol Leaders' Handbook

In 1929, the "Handbook for Patrol Leaders" was published. This book by William Hillcourt, a Scouter from Denmark, now an American citizen and on the Staff of "BOYS' LIFE", has already run through editions totaling 137,000. It has helped thousands of Troops to get



Some Typical Merit Badge Pamphlets.

organized on Baden-Powell's real Scouting idea of the Patrol—the small unit.

Merit Badge Library

From the very beginning of the development of the different Merit Badge Requirements, there came insistent appeal from the boys and men for some compact printed helps, to aid boys in meeting the requirements. There were some 57 subjects and the only assistance available was in the brief general outlines offered in the "Handbook for Boys." The first Merit Badge pamphlets were issued in 1916. If there is any contribution to the boyhood of America, in which the Boy Scout Movement can take especial satisfaction, it is this unique library now numbering over one hundred pamphlets. This helpful feature of our program owes a major debt to E. S. Martin, who since 1915 has done so much to develop this exceedingly useful tool.

In consultation with the Chief Scout Executive, he has mobilized a large and distinguished group of National Merit Badge Counselors. These men are nationally known in the field of their specialties. Their generous advice, technical criticism and writings have made possible a Merit Badge Library on a high level of technical quality.

Service Library

In 1927, the idea of the Service Library was developed, covering the whole wide area of Scouting activities. In the pamphlet literature of the Boy Scouts of America, we offer to Scout Leaders, boys' workers, lovers of the great outdoors and all others interested in the various subjects, a library of great usefulness, technical excellence and wide range of interest.

In the preparation of these pamphlets, the Editorial Board and Service have had the cooperation of leading authorities in various vocational and other activities,

who have placed their time and knowledge at the disposal of the Boy Scouts, as a personal contribution to the boyhood of America. Much of the material, therefore, that is made available, at a very moderate cost, would be difficult to procure elsewhere.

“SCOUTING”

The first issue of SCOUTING, the official magazine for Scout Leaders, was published in April 1913. It was published twice monthly, until 1920, and since then, it has been published monthly. In 1927, it came under the editorship of E. S. Martin, and was enlarged to a sixteen page magazine. It was merged at this time with “SCOUTMASTERSHIP NOTES”, a publication Mr. Martin had conducted in connection with his operation of the Home Study Course in Scoutmastership, at Columbia University. It has increased in size and scope, steadily ever since.

The purpose of SCOUTING, as defined in the Constitution and By-Laws of the Boy Scouts of America, is as follows:

“To help all registered Scouters and others engaged or interested in Scouting, in a uniform interpretation of the Boy Scout Movement and its policies, and to make most effective, their efforts in behalf of boys, through the Boy Scout Movement.”

“The Scout Executive” and “The Scout Administrator”

The “SCOUT EXECUTIVE” was published from February 1920 to January 1935 under the editorship of Dr. George J. Fisher, Deputy Chief Scout Executive. The purpose of this publication was to help Scout Executives meet Council problems, as well as to keep them informed on national developments. Scout Commissioners also received the “SCOUT EXECUTIVE”, as did Council Presidents.

Beginning with February 1935, the name of this publication was changed to the "SCOUT ADMINISTRATOR" and its scope was extended to include District and Neighborhood Commissioners and the Chairman of District Committees. It is now issued under the supervision of the Editorial Service.

A "Personnel Bulletin" under the editorship of Mr. Harold F. Pote, Director of Personnel, continues the purely professional features of the "SCOUT EXECUTIVE" for the professional personnel of Scouting.

"Cub Leaders' Round Table"

To meet the needs of men engaged in Cubbing, the "Cub Leaders' Round Table" was first published by the Movement, with Dr. Hurt as Editor, in November 1933. This, in addition to "SCOUTING", was sent to all Cubbers—some 19,296 in 1936, and, beginning 1935, was issued under the editorship of the Editorial Service.

"The Lone Scout"

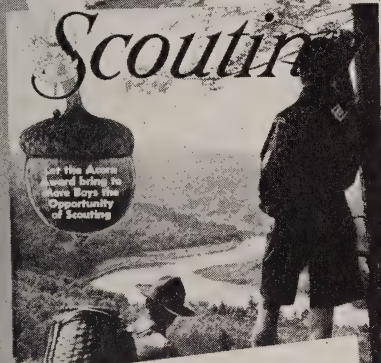
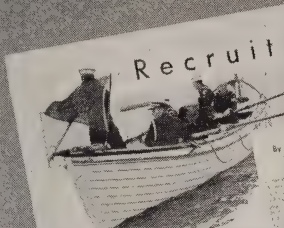
Another monthly publication is "THE LONE SCOUT", edited by O. H. Benson, and his Assistant, M. V. Lowerre, to aid Lone Scouts in catching the spirit of Scouting, and to help in dealing with their technical problems. This publication is sent without charge to all Lone Scouts monthly. It was started in 1927, and had a circulation of 6,000 in 1936.

"National Sea Scout Log"

At irregular intervals, Thomas J. Keane sends out to Sea Scout Leaders a short news bulletin and suggestion sheet on Sea Scouting. This began in 1927 and reached 6,000 in 1936. Beginning April, 1936, it was made a quarterly and called the "National Sea Scout Log".

"The Rover Record"

Starting in 1935, a small publication for Rovers and Rover Leaders has been made available, with E. D.



Scouting



JANUARY
1937

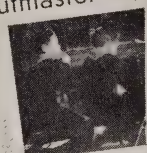
DECEMBER, 1936 TROOP PROGRAM SUGGESTIONS

EDITORIAL NOTE: These suggestions are for the Troop Program of the December, 1936 issue of Scouting. They are not intended to be a complete list of suggestions, but rather a guide to the types of activities which may be suggested to the Troop.

MEETING II
BOYS' LIFE ALBUM
THE SCOUTS OF THE WORLD
THE SCOUTS OF THE WORLD
THE SCOUTS OF THE WORLD

The Scoutmaster and the Den Chief

By C. WALTER SEAMANS



SCOUTING'S most vital and important relationship is that between the Scoutmaster and the Den Chief. The Scoutmaster is the leader of the Troop, and the Den Chief is the leader of the Den. The Scoutmaster is responsible for the overall development of the Troop, and the Den Chief is responsible for the development of the Den. The Scoutmaster and the Den Chief must work together to provide a program of activities which will help the Scouts to develop their character, their physical fitness, and their leadership abilities.

The Scoutmaster should be a man who is a good example to the Scouts. He should be a man who is a good leader, a man who is a good teacher, and a man who is a good friend. The Den Chief should be a Scout who is a good example to the other Scouts. He should be a Scout who is a good leader, a Scout who is a good teacher, and a Scout who is a good friend.

The Scoutmaster and the Den Chief should work together to provide a program of activities which will help the Scouts to develop their character, their physical fitness, and their leadership abilities. The Scoutmaster should be a man who is a good example to the Scouts. He should be a man who is a good leader, a man who is a good teacher, and a man who is a good friend. The Den Chief should be a Scout who is a good example to the other Scouts. He should be a Scout who is a good leader, a Scout who is a good teacher, and a Scout who is a good friend.

Scouting

APRIL 1937



"SCOUTING" Brings Help to Scouters.

Partridge as Editor, to some 1,200 of those interested in this new area of older Scout activity.

“Health and Safety”

Beginning August, 1936, the magazine “Health and Safety” is issued bi-monthly for the furtherance of the interests represented by the title.

The Five Millionth Handbook

A dramatic moment for Scout Literature, was the presentation ceremony which occurred in Washington, D. C. on April 13th, 1935. The five millionth copy of the HANDBOOK FOR BOYS, especially bound in silver tone, was personally presented to President Roosevelt at his desk in Washington by Mr. Murray, Chairman of the Editorial Board, and was accepted by the President in recognition, not merely of what Scouting stands for, but of what this manual actually has represented in the life of the American people. (See frontispiece). The inscription in the President's copy of the Handbook was as follows:

This
Five Millionth Copy
of the
HANDBOOK FOR BOYS

The manual which has guided, taught and inspired
the Boy Scouts of this country during the past twenty-
five years, is presented to

FRANKLIN DELANO ROOSEVELT

President of the United States, Honorary President of
the Boy Scout Movement, Scout Leader for fourteen
years

in affection and respect
by the

6,425,511 past and present members of the Boy Scouts
of America.

In making the presentation to President Roosevelt, Mr. Murray said:

"Mr. President:

"The six million past and present members of the Boy Scouts of America desire you, our Honorary President, to accept this the five millionth copy of our HANDBOOK FOR BOYS. It is the manual which has guided, taught and inspired the Boy Scouts of this country, for the past twenty-five years. We feel that there is no better way in which we may show you, who have been one of our leaders for the past fourteen years, affectionate loyalty, than in the presentation of this book which has been the endeared companion of our Scouts since the Movement began."

Promotion of Good Reading

Next to persons, books are our greatest influencers, so what a boy reads is a matter of importance.

This most important feature of the literature of the Scout Program was developed by the Library Department under the leadership of Mr. Franklin K. Mathiews, and in 1935 was carried on by the Reading Program Service of the Program Division with Mr. Frederick N. Cooke Jr. as Acting Director. It was under the leadership of Mr. Mathiews, that the National Book Week was first developed in 1915. This has been known by various titles, being first the "Safety First Juvenile Book Week" and subsequently "Good Book Week" and "Children's Book Week". This was promoted, in cooperation with the American Library Association and the Parent-Teachers Association, and is now a National feature, which aims to call the attention of parents and others to the importance of worth while reading for young people.

Another important development of the Library Department, was the "Every Boy's Library", consisting of attractive copyright volumes, which, by arrangement with the publishers, were made available at a very moderate price.

An important feature of the Library Service has been to develop annual lists of outstanding publications for boys, as well as lists of worth while books for boys which are available, not only to Scouts, but to libraries and others. Through its contacts with publishers, the Boy Scouts of America has waged unceasing warfare against undesirable books for boys, and has endeavored to induce authors of reputation to produce books that boys will read. This has been a very important service.

“BOYS’ LIFE”

Because of the important part played in Scouting by our magazine “BOYS’ LIFE”, with its 300,000 circulation as of 1936, it is desirable to record some of the events of its first 25 years of eventful history. From the very beginning, the need of such a publication was felt. It was thought of, at first, as a bulletin of information.

In 1912 a Committee, consisting of Frank Presbrey, Chairman, William D. Murray and Daniel Carter Beard, was appointed to consider the matter of a magazine for boys. W. D. Boyce had offered to finance a magazine for three years. It was discovered that Joe Lane, a young man of eighteen in Providence, R. I., was publishing a magazine called “BOYS’ LIFE”. He had assumed, with youthful innocence, to call it “the semi-official publication of the Boy Scouts of America, and the official organ of the Rhode Island Boy Scouts.” At that time, we had not yet absorbed the Rhode Island Boy Scouts. The name of the magazine was a valuable asset to us, and, after considerable negotiation, we agreed to pay for the magazine a sum equal to one dollar for every bona fide subscription. We agreed that there were 6,100 of these and that fixed the price. The Executive Board, however, had authorized the purchase on condition that it paid for itself. There was no money in the treasury to meet this expense. To meet this condition, the owners agreed to accept our notes, running



A Few Books of the Service Library.

over a period of years, which we expected to meet from the revenue of the publication.

Out of that meager beginning, has grown this business enterprise which involves from \$400,000 to \$500,000 in turnover every year. We began to issue "BOYS' LIFE" in July 1913, with Franklin K. Mathiews in charge, and Daniel Carter Beard and Ernest Thompson Seton as Contributing Editors. In October, Edward Cave was selected as Editor. He had been Editor of "Recreation", a successful out-of-doors publication. The success of "BOYS' LIFE" under Editor Cave brought him a call which he felt compelled to accept, and W. P. McGuire, formerly a reporter on the New York Sun and the New York Times, and more recently Sunday Editor for the St. Paul Pioneer Press and Dispatch, took charge. McGuire was well equipped. He had served the St. Paul Pioneer Press as Editor of their Scouting page and had had a wide experience in newspaper work. He knew Scouting, a knowledge gained by a close connection with the Movement since its introduction.

The Story of "BOYS' LIFE"

The first issue of "BOYS' LIFE", for which Mr. McGuire was responsible, was September, 1913. It is interesting to note that the cover drawing and illustrations for two stories were supplied by a young man in his late teens. Much impressed with his ability, the new editor entered into an arrangement with the young artist whereby he was to supply regularly the cover drawings and the illustrations for two stories for each issue of the magazine, for which he was to receive \$75.00 a month. Today, this one-time youthful artist, Norman Rockwell by name, ranks in a class by himself. But forever the record will read that, thanks to the quick discernment of Walter McGuire, Rockwell started his famous career as an artist on "BOYS' LIFE".

High Editorial Quality

Editorial features for the new year were promised to subscribers in the December, 1913 issue. Reading the names of these contributors for 1914, reads like a "Who's Who" for those times. Among these "famous men" were the Hon. Woodrow Wilson, the Hon. Theodore Roosevelt, the Hon. William H. Taft, Sir Robert S. S. Baden-Powell, Admiral Robert E. Peary, Judge Ben B. Lindsey, Dr. Wilfred T. Grenfell, Admiral George Dewey, Dr. David Starr Jordan, Dr. William T. Hornaday, Orville Wright, Cyrus Townsend Brady, Ralph D. Paine, Everett T. Tomlinson, Joseph A. Altsheler, John Fleming Wilson, Leslie W. Quirk, Walter Prichard Eaton, Thornton W. Burgess.

This editorial program resulted in a doubling of subscriptions by the end of 1914. In this connection, the further word should be added that the growing prestige of the Boy Scout Movement itself helped tremendously, and the new editor of "BOYS' LIFE" knew how to develop a magazine to capture the enthusiastic support of this early pioneer leadership. There was practically no money for promotion, and only a very, very little to pay authors and artists for stories and illustrations. Had it not been that, in his indefatigable labors for the movement and the magazine, the Chief Scout Executive was supported by a man of like energy and purpose, Frank Presbrey, the history of "BOYS' LIFE", with all its fine prospects, might have been quite other than that which is being written.

In the middle of 1914 another addition was made to the "BOYS' LIFE" staff. The Fifth Annual Report records that in June, the Editorial Board appointed Mr. Frederic L. Colver as Business Manager of the magazine. "Mr. Colver," the report declares,

"is one of the best known men in the periodical publishing field. His thorough experience in every branch of the magazine publishing business, his devoted application, his understanding

of the principles and ideals of the Boy Scout Movement and his conviction that "BOYS' LIFE" will develop best, if more slowly, if conducted in strict accord with those principles and ideals, make him an invaluable manager."

An Advertising Code

In The Annual Report the next year, the Advertising Code inaugurated by Mr. Colver was made a matter of permanent record. The Code is in three parts, as follows:

"All advertisements published in "BOYS' LIFE" are carefully investigated and approved by the Editorial Board of the Boy Scouts of America.

"The aim is to accept only the advertisements of articles, books and propositions which we believe will be not only of interest to the readers of 'BOYS' LIFE', but worth while for the boys to have.

"In every case, the article advertised is first submitted for examination, as evidence that all claims made with reference to it are as represented."

By the end of 1916, advertising revenues had been increased sixty per cent over those of 1914; and the circulation covering the same period, advanced from 13,245 to 76,903. Reading these figures, one is not so surprised to learn that, the following year, the Editor of BOYS' LIFE was invited to become Managing Editor of THE AMERICAN BOY, at that time our Country's leading magazine for boys. Mr. McGuire accepted and made an equally notable contribution in his new field of labor.

Steady Progress

Following the resignation of Mr. McGuire, for a long time thereafter, the editorial direction of BOYS' LIFE was continued by Dr. West, with Franklin K. Mathiews



"BOYS' LIFE", the Scout Monthly.

serving as Associate Editor. During this period there were many additions to the staff. Some of them "won their spurs" on "BOYS' LIFE", later assuming responsible positions on the more famous adult publications. Others continued steadfastly on with the magazine, notably, Mr. Francis J. Rigney, Art Editor, and Mr. John D. Emrich, who, for so long a time, has served as Western Advertising Manager, Mr. Paul W. Willson, who was privileged to be trained under Mr. Colver and who eventually assumed his responsibilities.

Mr. Presbrey has recorded his great appreciation of the deep personal interest and support of the service of our greatly beloved Scout Commissioner, Daniel Carter Beard. At the very first, as has been cited, Mr. Beard became a contributor to "BOYS' LIFE". As he began, so he has continued to the present time, writing each month for the magazine. That is a record of which he may well be very proud, as are those who have so greatly enjoyed association with him through all those years. "Uncle Dan's" influence has been a powerful force in helping to build up and maintain "BOYS' LIFE".

Rockefeller Foundation Helped

From the very beginning, the circulation goal was set at 100,000. That was attained in 1918. For the next two years that figure was sustained, with slight increase. But by the end of 1922, there was a sad recession to 80,000. This slump in circulation developed considerable alarm on the part of some. No one is better able to tell of those trying days than Dr. West. In a recent address, he says:

"On one occasion, one member of the Board became very definitely of the opinion that we should give the magazine up entirely; that it should be sold to some group of people and all of them to operate it as an independent enterprise. Of course, that was very discouraging to me, because, I had, from the start, championed

very zealously the program of "BOYS' LIFE". Fortunately, however, Mr. Frank Presbrey, one of the charter members of our Board and from the very start, Chairman of our Magazine Committee, was very sympathetic to our point of view here and he made a proposition to the Board, that if he were made Chairman of a Committee of one, and he and I and the "BOYS' LIFE" group were given a free hand to develop the publication, as we thought it should be, he would guarantee to hold the Boy Scouts of America free from any financial obligation, even though it might involve his taking over the publication.

"We made efforts with the Laura Spelman Rockefeller Memorial which resulted in a grant of \$100,000 towards a \$200,000 estimated needed fund for putting 'BOYS' LIFE' on its feet. At that time, as the outline will show, we very definitely promised we would maintain the publication as the Official magazine of the Boy Scouts of America, carrying a certain amount of Scout material, and a certain amount of general fiction and articles, appropriate for a boys' publication.

"The \$100,000 was not sufficient, and although we did accomplish quite a substantial development of the publication, we supplemented the request for \$100,000 by an additional appropriation of \$100,000, which after thorough investigation was allowed. The study made was most thorough and established, among other things, the value of the material published in promoting the Scouting Program. Many Scoutmasters and Executives have given eloquent testimony to this effect.

"I should explain that when the \$100,000 was first granted, it was on the condition that the magazine itself would be mortgaged by trustees. Actually, the legal title of "BOYS' LIFE" is in the hands of three trustees, Mr. Lewis Gawtry of our Executive Board, Dr. Beardsley Ruml, formerly of the Laura Spelman Rockefeller Memorial, and Mr. Bertram Cutler of

Mr. Rockefeller's personal office. They hold title subject to our compliance with the conditions under which we obtained the money from them; and further, until we have repaid to them all that we borrowed.

"Fortunately, the development of the publication was so successful with the second \$100,000 that it was not necessary for us to use more than \$151,000. We then began to show a profit, and actually repaid to the trustees, \$80,000 of the \$151,000 expended.

Many were the arguments used to persuade the trustees of the Laura Spelman Rockefeller Memorial to take the action that brought such great benefits to "BOYS' LIFE." Much was made of the possibility of improving the magazine editorially. In developing this side of the case presented, no one was more helpful than Mr. Irving Crump who, for a considerable time past had been serving as Managing Editor. But, once again, alas for "BOYS' LIFE"! By the time the new funds were made available, Mr. Crump had resigned to assume the position of Managing Editor of the "PICTORIAL REVIEW."

Dr. West, Editor of "BOYS' LIFE"

Facing this new crisis, eventually, the magazine staff became convinced that the one best prepared to assume the editorship of "BOYS' LIFE", was the man who had from the beginning, visioned the time when the magazine would be as great and as significant as the Boy Scout Movement itself. Accordingly, the staff joined in a letter to Mr. Presbrey urging that Dr. West be appointed Editor, which appointment he accepted. Later on, Hawthorne Daniel, Assistant Managing Editor of "WORLD'S WORK" was invited to serve as assistant, as were others from time to time. Each, in turn, proved helpful in maintaining the upward progress of "BOYS' LIFE" but always, at all times and in all places, present in the office, or abroad in the field, the Chief Scout Executive himself as Editor, with great success, has guided the affairs of "BOYS' LIFE."

Price Reduction of "BOYS' LIFE"

Reducing the price of the magazine to one dollar per year, so as to make it available to more boys, was made possible by the second generous gift of the Laura Spelman Rockefeller Memorial. Added chapters could tell of others who have carried on, with equal devotion, some of them magnificently. What a loyal legion that would be if we could, as on parade, marshal them in review. Authors and artists would be there in goodly number, among them the great of literature and art; National and Local Executives, Council Presidents, and Commissioners, Chairmen and Members of Reading Committees, Troop Committeemen, Scoutmasters and their Assistants, would march together, a glorious company, all loyal supporters of "BOYS LIFE", the long years through.

Twenty-Fourth Anniversary

"BOYS' LIFE" celebrated its twenty-fourth Anniversary at a luncheon given by Mr. Presbrey, on April 23, 1935. A booklet, from which parts of this chapter are taken, and which told the story of the Magazine, was dedicated to Mr. Presbrey, who from the beginning had served as Chairman of the BOYS' LIFE Committee. Without his sponsorship, guidance, knowledge and leadership in the Executive Board throughout the years, especially in times of discouragement, "BOYS' LIFE" would have been impossible.

Death of Mr. Frank Presbrey (In Scouting 1910-1936)

On October 21, 1936, the National Executive Board passed the following resolution on the death of Mr. Presbrey. Because of his intimate relation to "BOYS' LIFE", it is appropriate to record it here.

"In the passing of Frank Presbrey, the Scout Movement has lost a true and faithful Scouter. Pioneer in the establishment of Scouting in America, Charter Member of the National Executive Board, Vice President of the National Council, he gave to the Scout Movement since its beginning, unstinted loyalty, devotion and application. Through the Scout Movement he served the Youth of the Nation as a true Patriot, believing in its value in contributing to a nobler citizenship.

"BOYS' LIFE magazine stands as a permanent memorial of his interest in wholesome reading for youth to which cause, as Chairman of BOYS' LIFE Committee, he gave superb direction and under whose leadership the magazine and the literature of the Scout Movement advanced to large and qualitative proportions.

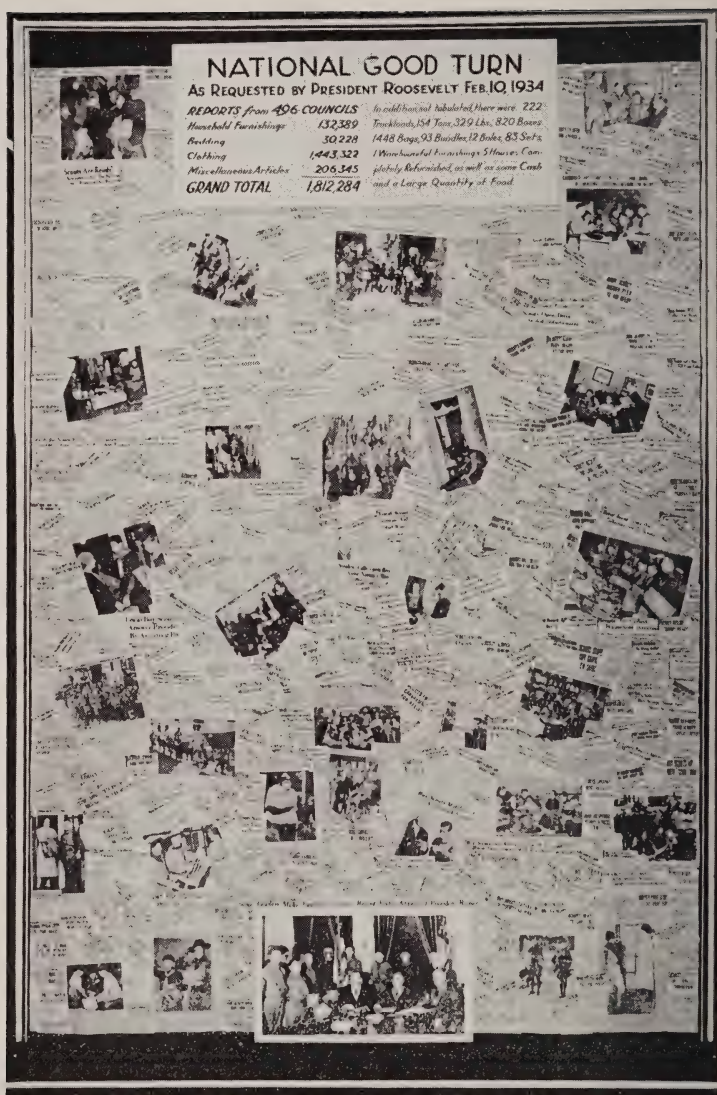
"Modest, unselfish, seeking not his own, he was a tower of strength as a counselor in the National Executive Board, standing firmly at all times for the principles and policies that he believed were for the best interest of youth.

"The members of the Executive Board of the Boy Scouts of America record their deep sorrow over the passing of a wise counselor and close friend for many years, and express to his bereaved family their deepest sympathy."

PART IV

Distinctive Aspects of the Scout Movement

| CHAPTER | PAGE |
|--|------|
| XIX—CAMPING AND OUTDOOR LIFE | 419 |
| XX—SCOUT ACHIEVEMENT AND ITS RECOGNITION . | 453 |
| XXI—THE GOOD TURN | 477 |
| XXII—SCOUTING AND RELIGION | 499 |
| XXIII—WORLD SCOUTING | 531 |



Evidence of extent of participation in nation-wide Good Turn made possible through organized service of boyhood.



Camping and Outdoor Life

To most boys, the mention of Scouting suggests a camp. From 1911 to 1936, there were some 4,300,000 Scouts in organized Council Camps. The boy pictured a camp in the woods with all the wonders which imagination calls up: tents, blankets, eats, swim, fire, hikes, other boys, life full and free, in the fresh air of the great outdoors.

Camping a Central Feature

In his address at the White House Conference, President Hoover said speaking of the American boy:

"The Boy Scout Movement has opened for him the portals to adventure and constructive joy, by reviving the lore of the frontier and the campfire; by establishing contacts with the birds and sometimes with the bees; by matching his patience to the deliberate character of fish; by efficient operations of the swimming hole; and by peeps into the thousand mysteries of the streams, the trees, and the stars."

The earliest publicity of Scouting was a picture of leaders in conference for a training camp. In the scheme for Scout advancement, more than half the tests required for First Class Scouts have to do with outdoor life.

The Boy Scouts of America has, from the beginning, recognized camping as one of the best opportunities for developing in Scouts the traits of character cited in the Oath and Law. Camps have been recognized as of great value to the Movement as a whole, as they have strengthened Troop loyalty and Council leadership; they have displayed to the public, as well as to Scouts themselves, the things that Scouts do and the methods by which Scouts are trained. Camps have been the training centers for Scouters connected with all phases of leadership in Troops, Council and Scout Advancement Programs. We believe in "learning by doing," and the camp activities are great teachers. In camp the Scout engages in Scout activities in the spirit of a game.

Camping and Boy Values

"If boys are to grow into sturdy, self-reliant, productive citizens they must have much outdoor life and get the training in personal initiative and resourcefulness, keenness of perception and alertness in action, courage, cheerful obedience, ability to command, self-control, ability to do team-work and the other manly qualities that can be developed in healthy outdoor sport."

In these words, the incorporators of the Boy Scouts of America expressed the need of our country for the Scout Program, when, in March 1910, they appeared before the Committee on Education of the House of Representatives, in an early effort to secure Federal incorporation for the newly formed Movement.

These words, it may be said, form a "credo" of the Boy Scouts of America. The purpose of the Movement is to help boys to become true American citizens, physically fit and of high character. For boys to develop thus, this "credo" insists that "they must have much outdoor life," they must have hiking, they must have camping, they must be trained in the "work and attributes of backwoodsmen, explorers, and frontiersmen."



Region II Scouts at Schiff Reservation.

It was on this sound basis that the Boy Scouts of America started to serve the boyhood of America. From the pages of its hastily improvised, first manual of Scouting for American youth, it pointed to the outdoors. The outdoor aspects of the Movement were the ones that were played up, specifically, whenever newspapers and magazines went into descriptions of the new Movement. It was the fascination of the outdoors to Ameri-

can boys, that made them flock in droves into Scouting, put on their Rough-Rider hats, fashion broom-sticks into staves and set out for the wide open spaces to build fires, broil—or burn, as the case might be—the meat brought from the family pantry, and return home, tired and dirty from one of the great experiences of their young lives.

To the boys, camping was fun, romance, adventure. To their leaders it was that, too—and much more—they saw in it, education values.

Camping Popularized

Until the advent of Scouting, relatively few had taken camping seriously. Of course, recognition should be given to the fact that the Y.M.C.A. had developed camps, as had individual educators. The Y.M.H.A. had a few, but it was all in a somewhat restricted spread.

Camping had been regarded by the public as a form of recreation for the few who could afford it, a pleasant recreation with beneficial aspects—but certainly with no call to the masses.

Scouting profoundly modified this. Scouting rapidly spread into all parts of the country, where it sought, as Dr. West has said, “to bring camping and outdoor living within the reach of every American boy.” It built up the tradition that boys can be depended upon to take care of themselves on the trail or in camp. It put the spotlight on camping as a character-influencing factor, as an education for living, and therefore as an ally in the work of the home, the school, the church.

Scouting First Tried in a Camp

It is significant that the first experimental testing of the Scout Program was in a camp, a Troop camp on Brownsea Island, on the English Channel Coast, in the summer of 1907. Camping by Scouts started with our earliest Troops in the United States. As early as the



Montclair, N. J., Scouts Prepare Their Meal.

summer of 1910 a camp of Scout Troops was organized by a Mr. Quail at Cooperstown, N. Y., on Lake Ostego. One of the unusual features, as reported by Preston G. Orwig who represented the National Headquarters, was the taking of a motion picture at the camp. It is also significant that nationally known campers and outdoorsmen, such as Daniel Carter Beard, Ernest Thompson Seton, Theodore Roosevelt and Gifford Pinchot, were among the first to line up behind the new Movement. And it was fortunate that the very name of the program made possible such quickly accepted slogans, plays on words, as "SCOUTING IS THREE-FOURTHS OUTING" and "Keep the OUT in ScOUTing."

The Need for Standards

Naturally the "outing" appealed strongly to the Boys of America. By the summer of Scouting's first year, Scout Patrols had sprung up in mushroom-like growth,

Scout Troops had formed—many of them under willing but incapable leadership. The Scouts went hiking and camping, with or without this leadership. Forests and parks resounded with the shrill whistles of thousands of eager boys, tomahawk-like hatchets in many cases went chopping on trees, where they had no business chopping. To many Scoutmasters, camping itself was a new experience. To most of them, the taking of a group of enthusiastic boys into a life in the open extending for a week or two, was something they had never before attempted. Nevertheless, new-made leaders carried through to the best of their abilities and the boys came home, full to overflowing with their adventure—causing still more boys to enter into the fold of Scouting.

Chief Scout Executive Urges Standards

When James E. West, in 1911, became the Movement's Executive, it was immediately evident to him that the future success of the Boy Scouts of America demanded careful standards for its camping. Camping itself, i.e., the sleeping under canvas, the eating, the games, the camp fires, was not sufficient. A proper and a skilled leadership was essential. Only under the best type of leadership could the character values of camping be ensured. As he has said,

“It is the business of the Movement to utilize the boy's interest in going to camp in a way that will make a man of him. The final proof of camp efficiency is the quality of the Scout it produces.”

Early Training in Camping

Every effort was made, during the early months of 1911, to aid Scout Leaders who anticipated taking their Scouts to camp. It was a difficult task. There was no monthly magazine for Scoutmasters, no definite means



Peoria, Illinois, Scouts in Camp.

of insuring that all were reached through letters and special bulletins. The Local Council idea had been established, but was only slowly starting to function. From the National Office, the information had to be directly disseminated throughout the country. Yet, from the evidence coming in after the summer, Scout Troop camping apparently had started itself.

In 1912, the training of Scoutmasters for camp leadership was first attempted. As mentioned in Chapter II, Charles B. Horton was secured for five months as Director of Camps and Training Schools. A special pamphlet on the preparation of a Scout camp was printed and circulated, and in addition, "Scoutmasters' Bulletin No. 5" presented a number of opportunities for those interested in Scouting to attend special camps and training schools at Silver Bay, Cos Cob, Blue Ridge and Lake Geneva. As a result, the National Office was called upon to answer innumerable questions concern-

ing camp sites, camp organization and management, daily programs, camp activities, inquiries about tents, camp and cooking utensils, camp government, personal equipment, menus, etc., etc. In these answers, emphasis was placed upon the great importance of thorough hygiene and sanitation—the beginnings of the “minimum camping standards,” that were to follow later.

The First Summer Camping

The results of this effort were gratifying and indicated definitely the way forward. It must have been with a great deal of satisfaction, that the Chief Scout Executive could write in the Third Annual Report of the Boy Scouts of America:

“While it is impossible to present any accurate figures as to the number of boys who were given an opportunity to spend a week or more in camp because of the Scout Movement, we have reason to believe from newspaper clippings and letters that more boys had camp experience during 1912 than perhaps ever before in this country.”

He also was able to add:

“According to the reports we have just received from a large proportion of our Scoutmasters in all parts of the country, a greater number of Troops are now preparing for camping experience the coming summer.”

Local Council Camp Sites

At this time, with the strengthening of the Local Council organization, the Movement entered into a new phase of its camping program. As the Councils were more and more firmly established, the country realized that Scouting had come to stay, that it bade fair to be a permanent fixture in the life of America.

With widened backing, Local Councils found themselves in a position to go forward with a more extensive camping program. Camping became the direct respon-



Inspection at a Mountain Camp.

sibility of the Councils, and Council Camps began to spring up all over the country. In 1912, Camp Owasippi came into being on the shores of Crystal Lake, in the Michigan woods, the gift of the late Stamford White to the boys of Chicago. Washington, D. C., Scouts secured the present site of Camp Roosevelt. The following year, "Treasure Island" on the Delaware River was made available to the Scouts of Philadelphia. Other cities followed suit in rapid succession. Camping on a big scale was under way.

During the summer of 1914, it was estimated that fully 50,000 boys had camp experience, as a result of the leadership of the Boy Scouts of America. The large majority of these went to Council-owned and Council-operated camps, where only a comparatively small group of especially trained camp leaders was needed to handle the Scout groups, which shifted every two weeks or so throughout the summer.

Troop Camps Also

Through this growth of the idea of the large Council-operated camp, it is worth noting that the Troop camp was also held before the eyes of the Scouters. In the Annual Report of 1914, the Chief Scout Executive makes this observation:

“Experience seems to show that at present it is unwise to care for more than a hundred to one hundred and fifty boys in any one camp at any one time, and *many communities are encouraging Troops of Scouts to make arrangements for independent camps.*”

Committee on Minimum Camp Standards

With 1915, the general idea of boy camping had spread so much, that the problem of boys' camps under uncertified leadership had become acute. The Boy Scouts of America found it incumbent upon itself to pioneer in an attempt to develop definite standards, simple regulations which were to be insisted upon as minimum requirements for at least all camps to be conducted in the name of the Boy Scouts. E. M. Robinson, Boys' Work Secretary of the International Committee of the Y.M.C.A. and member of the Executive Board, agreed to serve as Chairman of a special committee to work out the regulations.

It was quickly found that such regulations alone were not sufficient to completely take care of the situation. Expert national camp leadership for maintaining and enforcing such requirements, for the supervision of local camps and the training of camp leaders in Scout camping standards, also was needed.

National Department of Camping

It was the unanimous decision of the National Council, in 1916, that this expert leadership be provided. The money necessary was subscribed and a search was started for a National Camp Director. Simultaneously,



Binghamton, N. Y., Scouts in Winter Camp.

with the thorough revision of the By-Laws of the Boy Scouts of America, in connection with the incorporation by Congress in 1916, a National Council Committee on Camping and a National Department of Camping were established.

The new By-Laws went into effect on February 26, 1917, and made the following provisions for the development of Scout camping in America:

“Article IV, Section 2, Clause 5—Committee on Camping. The Committee of Camping shall serve as advisor to the Executive Board in establishing and maintaining regulations for the conduct of camps of the Boy Scouts of America, and shall supervise the work of the Department of Camping.”

“Article V, Section 4, Clause 4—Department of Camping. The Department of Camping shall be responsible for the development of plans, programs and literature for the help of chartered Troops and Local Councils in giving boys an opportunity to receive the benefits of camp life under the most favorable conditions and in the most economical and efficient way. It

shall define and maintain regulations for the conduct of camps for Boy Scouts and shall be specifically charged with the supervision of all Boy Scout Camps and enforcing the minimum requirements prescribed for leadership, facilities, program, sanitary arrangements, and menu."

The first Committee of Camping was soon established, containing such men as George D. Pratt, Daniel Carter Beard, Anthony Fiala, Dillon Wallace, John B. Burnham and others. This Committee immediately went to work to deal with the manifold, complex and important problems involved in giving leadership to local leaders of Troops and to camping committees of Local Councils.

Another summer went by before the Executive Board decided upon the man to head the newly established Department of Camping. The choice fell upon L. L. McDonald of Chicago, who was nationally known as an outdoorsman and a Scouter from the first days of the Movement, with extensive experience as director of organized camps for boys. McDonald took up his post at the National Office in February, 1918.

Minimum Standards Adopted

The immediate task confronting the new Director, in building a functioning Department of Camping, was to determine and work out a program as outlined in the Constitution and By-Laws of the National Council. The first step undertaken was the establishment of a set of minimum requirements, both for Council Camps and for Troop Camps. These "Minimum Standards" were adopted in 1919, and have, with various subsequent revisions, made an incalculably valuable contribution to aid Scout campers and the camping public generally in establishing a standard of camp management, procedure and leadership, combined with the greatest possible degree of safety and well-being for the individual camper and the camp group as a whole. Similar Minimum Standards, forms of inspection reports, and pre-

liminary health certificates are now used by practically every private, as well as organization camp, throughout the country.

Grading Camps

A system of camp grading was worked out and tested on a limited scale in 1923, then put into effect generally the following year. According to this plan, each Council reported to the National Council and received its rating on the basis of its full compliance with the minimum standard requirements. By 1927, so many "A" grade camps were in operation throughout the country, that it was thought practicable to place the responsibility of judging, rating and inspection upon authorized local leaders, a procedure which was put into effect in 1926 with satisfactory results.

In the development of the Camping Department, McDonald had the inestimable advantage of the sympathetic and energetic cooperation of the late George D. Pratt, who soon became the Chairman of the National Camping Committee. Mr. Pratt took an intensive, practical interest in all phases of outdoor Scout activities, and never failed to set aside a generous share of his busy life for Committee meetings, conferences and even inspection tours of Scout camps, until his death in 1935. He was particularly interested in forestry and all forms of conservation, and encouraged the activities of Scouts along these lines.

Camp Census

In 1920, the first attempt was made to secure a definite census of the number of Scouts in summer camps. The figures indicated that 167,677 Scouts had spent at least one week each in 1,529 camps, organized by local groups of the Boy Scouts of America. This large figure again helped to focus attention upon the tremendous responsibility of the Movement in regard to the standards of the camps run in its name.

Training and Sites

An increased emphasis was placed upon camp leadership training. The year before, Columbia University, at the request of the Camping Department, had established a course for camp leaders, with 180 men enrolled. Now other universities and colleges took up the idea, while many Chambers of Commerce, Kiwanis Clubs, Rotary Clubs, and other influential organizations, selected the local Scout Camp as the direct means through which to express their interest in service to boyhood. In numerous localities, they provided camp sites, buildings, equipment and funds for trained personnel.

Special Camping Features

The year 1920 was a busy camping year on many fronts. The first World Jamboree called three hundred and sixty-seven American Scouts and Scout Leaders to London, for the first international gathering of the Movement. The American Committee for Devastated France asked and received the help of the Boy Scouts of America in running training camps near Compiègne, France, for French boys and leaders from the towns and villages of the ruined regions. Mr. Lorne W. Barclay, at present Director of Activities, was loaned to them, through the generosity of Miss Anne Morgan of New York. The Junior Achievement Bureau of the Eastern States League invited the Boy Scouts to send a delegation of picked boys to the Eastern States Exposition at Springfield, Massachusetts, there to occupy a model Mohawk Indian village and give public displays of Scoutcraft. This idea proved such a success that it was repeated each following year at Springfield, and later adopted by many State fairs throughout the country.

Camp Activities

As the years went by, a wide range of outdoor activities for both men and boys, which were not at first recognized under the name of camping, were carried on in



Wichita Kyacks Ashore and Afloat.

various sections of America. Many of these were of such character that it was felt that they ought to be promoted on a larger scale than hitherto. With a view

to adding to the effectiveness of our national leadership in such activities for the outdoor training of Scouts, William C. Wessel, a graduate forester and experienced camper, was added to the staff of the National Camping Department, in 1923. He served in the capacity of Assistant Director for eleven years, until, in 1935, he was made the Director of Cubbing.

Swimming and Water Safety

The slogan since 1920 had been "Every Scout a Camper." To this was added in 1923, a second important objective—"Every Scout a Swimmer," due largely to the insistence of the Chief Scout Executive, who had felt strongly the importance of increasingly stressing water safety in all Scout camping. Great aid was given to this by Commodore W. E. Longfellow, of the American Red Cross, famous as a life-saving expert and swimmer, and also by his associate in the Red Cross, Captain Fred C. Mills, who for three months of 1924 was in charge of the Boy Scouts swimming campaign.

Captain Mills was prevailed upon, the following year, to join the Camping Department, first as Director of Swimming and Water Safety, and later Director of the Health and Safety Service. This work quickly brought results. The number of Scouts taught to swim in camp, jumped from six thousand in 1924, to almost thirteen thousand in 1925. Requirements for Scout Life Guards and a strict standard for Minimum Safety Requirements for camp waterfronts were developed, and the "Buddy Plan" of operation was put into practice. To this plan, is undoubtedly due more than to any other one cause, the amazing scarcity of water accidents among Scouts. As the name implies, under the "Buddy Plan," Scouts go swimming in pairs, with two boys sticking closely together and mutually responsible for the other's safety while in the water. The drive for the use of the plan was extensively followed and has now spread far beyond the Scout field to a point where the plan is used in practically all large group camps, privately operated or otherwise.

Jamboree Championship

Another feature entering into the camping picture at this time, was the effect of the experience of the American delegation to the Second World Jamboree in Copenhagen, 1924, at which it had succeeded in winning the world championship in Scouting, under the splendid leadership of William C. Wessel. While items other than campcraft were included in the contest, the success of the Troop depended on the skill of its Patrols in camping, since the boys were required to carry on the whole program in a camp of their own construction, do their own cooking, and care for their tents during the entire period of the international gathering. This experience was applied to a Patrol camping competition, different from the usual rally-type of contest, and was tried first by Region III in 1925, between specially chosen Patrols from its various Councils. The idea was further developed during the following years, and has gained increasing favor in numerous Councils under the name of "Camporee."

Camping as a Troop

With the increased emphasis on the Patrol Method, as the only method of running a Troop, and the further training of Scoutmasters in all phases of their work, many large Local Councils, which had hitherto operated the Council's camps on a centralized basis, now began to experiment with the Troop camps, where the Troops camped under its own leadership, on the camp site provided by the Council, and where added facilities and leadership would assist the Troop Leaders. Especially after the Biennial Training Conference for Scout Executives at Hot Springs, Arkansas, in 1926, this became an accepted practice. Philadelphia's "Treasure Island" camp was a pioneer in this experimentation, but many other Councils eagerly took up the idea.

It was realized that the Troop camp could never be a substitute for the well-organized Council Camp, with

its special equipment, its highly trained staff of specialists, its activities of wide variety and opportunities for instruction. But the Troop Camp, it was insisted, did offer experience of a different sort, which is equally valuable to the American boy, particularly as it influenced his life in his Patrol and Troop. Furthermore, it was of inestimable value to the Scoutmaster. As an old Scouter expressed it:

"I learn more about my boys, their characters and their needs by associating with them in camps for two weeks, than I will be able to find out in the remaining fifty weeks in the Troop meeting room."

In Troop Camp, or as a Troop Unit in the Council Camp, the Scoutmaster had his boys with him for a time, absorbing the Scouting principles he put before them, and receiving a stimulating interest in many outdoor Scout activities, for the entire year.

The Arrowe Park Jamboree Camp

The following years saw a growth of the Troop camping idea, in conjunction with the Council-operated camp site. It was aided by the experience of 1,300 American Scouts and Scouters participating in the Third World Jamboree in Birkenhead, England, 1929, on which occasion, living, eating, traveling, was done in Troop units. It was also abetted by the issuance, the same year, of the "Handbook for Patrol Leaders," with its emphasis on the fact that the camping ability of the Troop, as a whole, depends upon the training of the individual Patrols into expert camping groups.

Finally, in 1931, it became the recommended procedure of the National Council to urge each Scoutmaster to bring his complete Troop, under its own leadership, into the Council Camp, each Troop camping as a unit, thus preserving the benefits of the small group association, and at the same time, by correlation with the larger group, be assured of all the advantages and superior opportunities of a happily organized and efficient



Scout Kitchen at the Reservation.

Council-operated camp. Nevertheless, the lone Troop camp is still definitely in existence and even increasing, but always under approved leadership and authorization.

Camp Engineering

With the ever-growing acreage and numbers of premanent Scout camps for Councils, as well as for Troops, throughout the country, camp building and planning and engineering had grown to become one of the major responsibilities of the National Camping Committee. Harvey A. Gordon, who had done splendid work along these lines in the Scout camps of the Palisade Interstate Parks, for the 10,000 acre camp of the Boy Scout Foundation of Greater New York, and elsewhere, was therefore added to the National Staff in 1930 as National Camp Engineer. In 1935 he was placed at the

head of a special Service of Engineering. His first responsibility was to make an extensive study of the general plans, equipment and construction of Local Council camps, for the purpose of discovering what fundamental principles lay behind the construction of camp improvements. With this preliminary survey concluded, the new National Camp Engineer set out to serve the field.

Besides the continued promotion of the Troop camping idea, the year 1933 saw two specific projects along camping lines. One was the development of the Mortimer L. Schiff Scout Reservation for camp training and experimental camping. The other was the Fourth World Jamboree at Gödöllő, Hungary. In both instances, the main responsibility for the construction fell within the scope of the engineering branch of the Department of Camping, since 1931 known as the Camping Service.

The Washington Jamboree

With the completion of the successful camping season of 1934, and the assurance that the local camping program was well in hand in the Councils, all efforts of the National Camping Service, and that of many other Services, were given over to the development and the promotion of plans for the First National Jamboree in Washington, during the summer of 1935. This event was scheduled to be the magnificent climax to a year of celebrations in connection with the Silver Jubilee of the Scout Movement in America. The huge engineering task of laying-out and equipping the Jamboree camp, which was to house some 25,000 Scouts and Scouters "from every nook and cranny" of our country, was in Harvey Gordon's charge.

Then the blow struck, the Chief Scout Executive had to announce that the Jamboree was cancelled, in the eleventh hour, because of Infantile Paralysis in the close vicinity of the camp site. The canvas city, ready

to receive its inhabitants, never saw the thousands of boys who were to have filled its streets. But although the actual construction was rendered null and void by the cancellation, it had been wisely insured against such a possibility, and the experience gained will greatly facilitate and insure the success of similar undertakings in the future, and especially the National Jamboree in 1937.

The year 1935 recorded the largest amount of camping ever experienced in any year of the quarter-of-a-century of existence of the Boy Scouts of America.

Permanent Council Camps

During these years, the number of permanent summer camps owned by the Councils of our Movement grew to some 550. These camps occupied a total area of approximately 54,000 acres that Scouts might truly call "their own"—an area larger than the Rocky Mountain National Park. Then, of course, there are hundreds of temporary camp sites, offered through the generosity of private owners or on permits from State, County and National Park Officials.

On those of these kinds of camp sites which were supervised by Local Councils, more than two hundred thousand Scouts, during 1935, spent a total of more than three hundred thousand boy weeks! And since Council-supervised summer camping, does not take into consideration the great amount of short-term camping done at other times during the year, over week-ends and school vacations, it is conservative to estimate that twice this total number of boys, or upward of 425,000, had some camping experience during the year, because of the service to American boyhood through the Boy Scouts of America.

"Camp on Wheels"

Area Councils, with far-flung open spaces, have devised a "camp on wheels" to meet their camping needs.

Like the old circus the camp holds forth, then packs up, loads its equipment on a truck or two and moves on to help the boys and Troops a hundred miles farther on. The Omaha Council and the St. Joseph Council have had a very satisfactory experience with this plan.

All-Year-Round Camping

Summer camping is by no means the complete outdoor program of the Movement. On the contrary! From the very beginning the emphasis has been placed upon Scouting as an all-year-round outdoor experience for boys.

Woodcraft, camping, hiking, tracking, stalking, throughout the year were given full play in the earliest Handbook for Boys. More than half of the Scout Requirements were and are outdoor activities that may be undertaken at all seasons. More than three-fourths of the Merit Badge subjects, either can or must be pursued out-of-doors, with each month providing ideal conditions for different skills and subjects.

Patrol hikes and the Troop hikes are undertaken the year round, whether the weather be cold or hot. They usually start as simple outings for the untrained Tenderfoot Scouts, and later, as the boys advance, evolve into more adventurous expeditions. These involve progressive objectives and aims to be reached, until the step is taken from day hiking into the overnight camp, that eventually provides the training necessary for the full enjoyment of the summer camp and the equally looked-forward-to experience of the winter camp.

It may be said that the extent to which *winter camping* has caught on, is one of the most outstanding marks of the camping progress of the Movement. As early as 1923, there were records of Scout camps conducted over week-ends and on holidays during the fall and winter months, showing that Thanksgiving, Christmas, Lincoln's and Washington's Birthdays and Easter Week, actually attracted more boys than did the long term summer camps.



Around the Campfire in Western New Jersey.

Pilgrimages to Patriotic Shrines

Another of the most popular and valuable features of the year-round out-door program, is the *patriotic pilgrimage*. Besides furnishing an interesting objective for a hike, the pilgrimage links the Scout Troop and the Council definitely with its country's history, and inspires ideals of citizenship, giving the Scouts a realization of their own responsibilities as trustees of their country's traditions.

The earliest pilgrimage, of this type, was that undertaken by the Scouts of the Delaware and Montgomery Counties Council, Pennsylvania, to Valley Forge. It was begun on Washington's Birthday in 1912 and is still an annual feature of the Council, and involves camping somewhat as was done by our Revolutionary forefathers. Special ceremonies were conducted.

A similar undertaking which has become even more famous, is the Annual Memorial Pilgrimage, led by our National Scout Commissioner, Daniel Carter Beard, to

Theodore Roosevelt's grave at Oyster Bay, Long Island. In 1920, Scouts within a radius of one hundred miles of New York were invited to participate, and on November 26th of that year, a hundred and fifty Scouts gathered to show their respects to the one-time Chief Scout Citizen. In 1935, for the Sixteenth Boy Scout Pilgrimage to the grave of Theodore Roosevelt, more than six thousand Scouts turned out to follow Commissioner Beard, as he lead the way to the last resting place of the Great American, with Colonel Theodore Roosevelt, Jr., at his side.

It is impossible to enumerate all the pilgrimages undertaken by Councils and Troops of the Boy Scouts of America during its existence. A couple of the more outstanding may be mentioned, such as the Kit Carson Pilgrimage in 1925 to Los Animas, the old home of the famous pioneer at Fort Lyon, Colorado, with more than three thousand persons participating; the impressive pilgrimages of Illinois Scouts to the tomb of Abraham Lincoln; the Bunker Hill Day celebration in which over three thousand Scouts from Greater Boston and other cities of Massachusetts took part, and, of course, the cross-country trek in connection with the Oregon Trail Centenary in 1930, with its culminating exercises at Independence Rock in Wyoming, a trek which attracted eight hundred boys and leaders and some five thousand visitors.

It was perhaps the most unique of all these pilgrimages. The Scouts came from all over the country, many—as for example the New York delegation under Clinton S. Martin as Provisional Scoutmaster, came in automobiles made up to represent, at least in their looks, the old-time prairie schooners in which the Oregon adventure was undertaken.

The Traveling or Roving Camp

This Oregon trek of 1930 was similar to another activity increasingly favored by Scouts, the *traveling camp*.

The advance of good roads into all parts of the United States, in connection with the growth in use of the automobile and the extension of the travel idea, led in the 1920's to the development of this feature.

It was tested in a smaller degree by various Councils, but it was the St. Louis Council, which made traveling camps a definite part of its vacation schedule for Scouts. In 1928, it conducted three of these camps with great success, in which the roving Scouts toured the United States in buses, with cooking equipment and the necessary tentage.

With the idea of insuring that such trips be undertaken only after thorough planning, and with proper leadership and every possible safeguarding of the boys, and because the trips took boys into the territory of other Councils, the Executive Board approved rather rigid requirements for their conduct, and provided that such tours be not conducted under Scout auspices, without credentials from the National Offices, indicating that the requirements had been complied with, so that communities would not find stranded boys in their midst.

The first year after these requirements went into effect, 129 traveling camps were reported. In each case, the trip was planned as a recognition of some form of achievement by the boys taking part—a great many of them were Eagle Scouts—and since an effort was made on these tours to see the most important sights of the States visited, the traveling camps were on the way to becoming of great educational importance.

The largest concerted effort of this kind would naturally have taken place in connection with the bringing of thirty thousand Scouts to Washington for the National Jamboree in 1935. When the Jamboree was called off, most of the scheduled tours were cancelled. Even under these conditions 264 official permits were issued for a total of six thousand Scouts and Scouters, who during the summer months, covered an aggregate total of about a quarter of a million miles—ten times the distance around the earth at the equator.

Special Camping Expeditions

Of course, not all roving camps are undertaken in automobiles.

Various Councils have arranged for their older Scouts, wilderness expeditions on foot or on horseback, canoe-trips through lake districts or following the course of rivers, as well as mountain climbing and exploration trips.

The surface of such possibilities has barely been scratched. With the spread of the Senior Scout and Rover Programs, and with the interesting quest for adventure on the part of American youth, we shall see, in the coming years, the country traversed by eager Scouts seeing and experiencing America.

Scout Trail Building

And talking about older Scouts, it would not be doing justice to the trail builders among them, if special mention were not made of the remarkable work done in this phase of outdoor living, combining older Scout adventure and public service.

Way back in 1911, E. S. Martin led a group of Scouts in clearing a trail to Mt. Washington, in the White Mountains, a trail which is now included in the Appalachian Trails System. This became the forerunner of many other serviceable and adventurous *trail building* exploits of Scouts, all over the country.

Through the years, the trail building idea spread as an activity for husky, older Scouts, and is today an accepted part of the program of many Local Councils, in many cases—particularly since 1924—as a specific Eagle Scout opportunity.

Some of the more ambitious undertakings along this line, have been executed by the Colorado Scouts who built a trail between Steamboat Springs and Hot Springs; by Scouts of Great Barrington, Massachusetts, who assisted in the construction of one of the links in the great Appalachian Trail; by Schenectady, New



Teepees at the Toledo, Ohio, Camp.

York, Scouts, who built the forest trail at Blue Mountain Lake in the Adirondacks; by Eagle Scouts from twenty-one towns of Region X, trail breaking in the Itasca Lake Park; by Scouts of the Tri-City Council running a path to the top of Scotts Bluff Mountain, near Scottsbluff, Nebraska; and by Eagle Scouts of the State of Utah, constructing new trails in the "Granddaddy" Lake Basin district, seventy-five miles from Salt Lake City.

But the most famous of the Scout trails, are those that are now celebrated as the Eagle Scout Trails, through many of our National Parks. The first of these was started in 1924, when thirty-two Eagle Scouts, headed by Edgar Maclay, President of the Great Falls Council in Montana, began the first of these developments in the Yellowstone National Park.

The work of the Scouts won the enthusiastic approval of the United States Forest Service, and, in 1925, plans were completed for the continuing of the program in each of the larger National Parks. That summer, an added number of miles of trails was constructed in Yellowstone, and, in addition, nineteen Eagles went to work on trails at Glacier Park. Other groups of Eagle Scouts from Tacoma and Seattle, Washington, started

to work simultaneously as trail builders on Mount Rainier National Park. The work was done under the leadership of Captain R. G. Mathews of the Everett Council and soon gained renown throughout the country. Eagle Scouts from all regions of the United States became interested in the project, and it was decided to make each working group one of especially picked Scouts. Under this arrangement, during the later years, the group of Eagles at work during the summer, in Glacier Park alone, has come from as many as twenty-two different States.

Service Camps and Demonstration Camps

A specialized form of camping which should also be mentioned is the *service and demonstration encampment*, the idea of which is as old as our Movement.

In the very first year of the Boy Scouts of America, Troops of Scouts were called upon to render service at fairs and large gatherings, but, as described in Chapter XXI, it was the Gettysburg Reunion in 1913 that dramatized to the general public, for the first time, that Scout-trained boys could be depended upon to carry through a large-sized service job.

The boys were given so much favorable publicity that the services of other Scout groups were promptly being requested in North and South, East and West.

It soon became the established procedure to expect the Boy Scouts to take over large amounts of special service at State Fairs and other large public gatherings. At the same time, the Scouts were given an opportunity to make demonstrations of Scoutcraft.

Such was the case at the New York State Fair at Syracuse, the State Fair in Texas, in Iowa, Illinois, Pennsylvania, Indiana, Tennessee, Minnesota, North Carolina, and, during the years, in practically every State in the Union.

Of all of these functions, the cooperation with the Eastern States Exposition, at Springfield, Massachu-



Pack Saddle Group in New Mexico.

setts, established in 1920, has proven of specific interest, as has already been mentioned.

Within the last few years, the service of Scout Troops in connection with the Tenth Olympic Games in Los Angeles, in 1932, and the Scout activities during the Chicago Century of Progress, in 1933 and 1934, deserve particular comment, as they all involved camping under public observation.

Wild Life and Conservation

The Scout Movement in America, from the first, included in its program a great amount of nature study, forestry and conservation work of all sorts, for the simple reason that the boys themselves were sufficiently interested in these subjects and eager to go in for public service along these lines.

Accordingly the American First Class Requirements for Scouts were built to encourage this feature in the life of a Scout, by having included in them a specific emphasis on nature in the form of a required special knowledge of plants, birds, animals and stars.

From a needed requisite for advancing in Scout Rank, the nature work grew into a series of projects that were enthusiastically carried out by Scouts throughout the country.

One of the reasons for this, was the positive instead of the negative approach which characterized Scouting from the beginning. Scouting did not say "Don't destroy the trees!" but "Help protect the trees!" It did not say "Don't harm the birds!" but "Make friends with the birds!" So the Scouts set out from the earliest days to preserve wild life of every sort.

They built bird houses and fed and cared for winter birds, helped stock ponds and rivers with fish provided by State Commissions, worked with Game Wardens, Audubon and Izaak Walton Societies, with Park Commissioners and State and National Forest Services in the cause of conservation, as well as establishing and serving as guardians of bird sanctuaries. Every year all over the country, Scouts participate with zeal and effort in the destruction of forest and plant pests and in anti-forest fire campaigns.

In short, they have come to be considered by the public as a permanent body of active participators in every form of conservation and protection of wild life and natural resources, a responsibility they have voluntarily assumed and in which they are eager to do more than their share. Such activities have been furthered by the opportunities which life in camp provided.

Every year, the Hornaday Wild Life Protection Award is won by several Scouts and Scouters in spite of its highly difficult requirements and long period of intensive and intelligent effort required. This service consists variously in enlisting public support in wild life protection, getting farmers and forest-owners to post their lands, aiding Fish and Game Commissions establishing bird sanctuaries and winter feeding stations, acres of planting of wild rice and berry-bearing shrubs for the benefit of their feathered friends, and working intensively against trapping, birds' nest rob-



Overnight Camping in the Late Fall.

bing and other inhumane or careless practices. Special effort has been directed to the protection of nesting birds, farmers being urged to do their hedge or bush building in the fall instead of spring. One particularly interesting feat was accomplished by Scouts, in a section of the country through which many birds passed in migration, only to meet their death in the blinding lights of a huge copper foundry. Through the efforts of the Scouts the lights were turned off during the migration season. Older winners of the Hornaday Medal have accomplished significant results in getting legislation passed for special protection of certain species of bird and animal life which were fast being destroyed. The outdoor program of Scouting reaches far and wide.

Tree Planting

From the year 1911, when Massachusetts Scouts started tree planting, forestry in all its phases has been a major interest with practically every Troop of Scouts all over the country. Literally hundreds of thousands of seedlings are planted and cared for annually by

Scouts, and, as has already been said, forest fire prevention is one of their most actively pursued causes. Splendid work along these lines has been done by Scouts all over the country. As one of the most striking instances of this type of Scout service, the Florida Scout project may be cited, in connection with which thousands of acres of forest land are being cared for and reforested by groups of Scouts under the joint auspices of their own leaders, the State Forest Service and the Florida Lumber and Mill Work Association. This work, commenced in 1932, is already showing tremendous values, educationally as well as in the interests of conservation. These Scout Forests are also used as training grounds for campcraft and Scoutcraft activities of all sorts, and are accompanied by cabin building, providing permanent camps for these young foresters, making the wooded areas under their care somewhat their own.

Memorial Tree Planting

In general, all these forestation activities are linked, not only with every other kindred phase of the Scout Program, but also with the whole plan of public service ideal. It is patriotic as well as practical. Of special interest, in this connection, are the various memorial groves which have been planted and cared for by Scouts in memory of Roosevelt, Washington, Lincoln and other National heroes.

This whole project had an interesting start at one of the pilgrimages to the grave of Theodore Roosevelt conducted by Commissioner Beard. It is a repetition of the old, old story of the acorn that grew into a large tree. We quote from the first description in the Annual Report of 1925:

“A unique feature of this pilgrimage was developed in 1925—a great walnut tree grows near the grave, and it happened the year previous that one of the Scout Executives picked up two of the nuts from the ground. These he



Scouts Planting Trees in Ohio.

planted, and in the spring his Troop, with appropriate ceremony, set out the seedlings in a public place as a Roosevelt Memorial. This was a Good Turn, true to the best spirit of Scouting, emphasizing the typical qualities of the Boy Scouts, and Scouts from California to Maine leaped at the opportunity to duplicate it. A bushel of walnuts which were made available by the section of the cemetery proved inadequate to meet the demand, and a larger supply will be offered in 1926. It is a picturesque thought that soon the entire country may be dotted with Roosevelt Memorial trees, planted in loving memory by the Boy Scouts he served so well."

This prediction came literally true through the splendid efforts of our National Scout Commissioner, in pro-

moting the idea to such an extent that it became a feature of national importance.

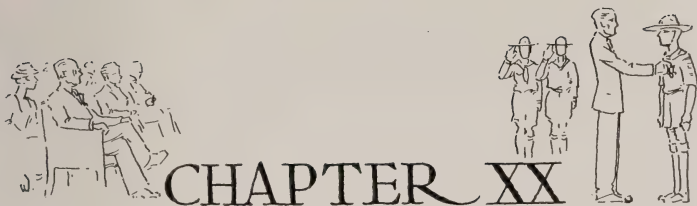
The suggestion was made by O. H. Benson of the Rural Scouting Service, that a similar use be made of the nuts from other famous trees, so the Scouts of Mount Vernon and Alexandria, Virginia, began to gather the nuts from the homes of Washington and Lee and sent them out to Troops to start memorial trees. To these were later added, walnuts collected near the home of Thomas Jefferson, at Monticello, and a plan was developed whereby nuts from other places, notable in American history, might be given to Scout Troops.

The following Resolution was adopted in 1933 by the National Council.

"RESOLVED, That the present program of gathering and distributing nuts from historic places and the setting out of memorial trees and groves is directly allied with the program of Scouting and is a fine thing for boys. The National Council urges that this activity be promoted.

BE IT FURTHER RESOLVED, That the matter of the National Council's setting aside a week in the fall to be known as the Boy Scouts Nut Planting Week, for the planting of walnuts and other nut tree seed on Scout Camp sites and other suitable places as a part of the Nation's reforestation program, be referred to the Executive Board."

In 1930, Scouts throughout the country started a five-year program of cooperation with the United States Department of Agriculture, the American Forestry Association and the American Walnut Manufacturers Association, in a national nut tree planting project, which calls for the planting of one million nut trees each year. This project was placed in the hands of the Rural Service of the National Office and was carried through with great success.



CHAPTER XX

Scout Achievement and its Recognition The National and Local Court of Honor

One of those things, which has made the program of Scouting unique among the various plans of activity for youth, has been its scheme of advancement, in which individual achievement on the part of the Scout is encouraged and given recognition. The provision that a Scout by meeting certain requirements might climb the ladder of achievement—from the Tenderfoot Rank where he starts, through Second Class and First Class Ranks, and then as he gets into the Merit Badge Program, through Star, Life and Eagle Ranks—has been one of the notable and distinguishing characteristics of the program which from the very beginning captured the imagination of boys.

The Scout's Badge must be a modest indication of a real skill. The Local Court of Honor had tried to assure this, in its effort to know that boys were worthy of the awards. The Chief Scout Executive had always insisted that the Badge had two important functions: one, to encourage the boy in his progress by a recognition which has educational significance and to stimulate him to "Be Prepared"; the other—that the Badge signifies to others that here is a young man prepared to help and serve in the skills covered by the Badge.

Lord Baden-Powell, then Lieutenant Robert S. S. Baden-Powell, developed, in his first issue of "Scouting for Boys," the plan for Scout Advancement which has been consistent through the years. In the early edition of "Scouting for Boys," copyrighted 1908, the requirements for Tenderfoot, Second Class and First Class Scout Rank were set forth, and there were listed a wide assortment of Efficiency Badges. Mention was also made of the rank of "All Round Scout" and "King Scout."

When Baden-Powell wrote his treatise on Scoutmastership, he clarified his philosophy of Scouting, as it was reflected in this program, by such statements as these:

"What Scouting is Not

"Experience in different fields shows that there are certain shoals to be avoided in launching Scouting, lest it get stranded in commercialism or diverted into dead-end channels that never lead to the open sea.

"Here are some of the things that Scouting is not:

"It is not a school, having a definite curriculum and standards of examination.

"It is not a brigade of officers and privates for drilling manliness into boys and girls.

"It is not a show where surface results are gained through payment in Merit Badges, medals, etc.

"These all come from without, whereas the Scout training all comes from within."

"What Scouting Is

"It is a game in which elder brothers (or sisters) can give their younger brothers healthy environment and encourage them to healthy activities, such as will help them to develop CITIZENSHIP.

"Its strongest appeal is through Nature Study and Woodcraft. It deals with the individual, not with the Company. It raises intellectual as well as purely physical or purely moral qualities.



A Court of Honor Ceremony.

“Happy citizenship, developed through the impulse from within, rather than through impression from without, individual efficiency encouraged and then harnessed for the good of the community—that is our scheme.”

How to Train the Boy

“To an outsider, Scouting must at first sight appear to be a very complex matter, and many a man is probably put off from becoming a Scoutmaster because of the enormous number and variety of things that he thinks he would have to know in order to teach his boys. But it needs not be so, if the man will only realize the following points:

- “1. The aim of Scouting is quite a simple one.
- “2. His work is merely to give to the boy the ambition and desire to learn for himself.

- “3. That this is done by suggesting to him activities which attract him, and which then teach him by failing to work till he, by experience, does them aright.
- “4. The numerous branches and details, given in SCOUTING FOR BOYS, merely suggest activities from which he may select those likely to catch the different kinds of boys.”

Climbing the Scout Ladder

In the first Scout Handbook published by the Boy Scouts of America, this advancement program was set forth in detail, with the following explanation concerning the idea underlying the Badge System:

“The idea underlying the award of the Badge or Badges is to offer to the young Scout continual inducement for further improving himself, e.g., from Second to First Class Scout, and from then on to Pioneering, Signaling, Life Saving, etc. The mistake usually made is for Scoutmasters and examiners to require too high a standard of proficiency before awarding a Badge. Our real object is to instill into every boy and encourage the idea of self-improvement.”

Through the years the Tenderfoot, Second Class and First Class Requirements, with some slight modifications and additions, have remained pretty much as they were at the start. Those for Star and Life were later changed in their order of sequence so that now a First Class Scout may become a Star, then a Life Scout and finally an Eagle Scout. The Merit Badge Program has been developed through the years to the point where in 1936, 101 Merit Badges were available in various arts, crafts, vocations, sciences, sports and out-of-doors activities.

Thus, as he climbs the Scout ladder, the Scout is aided in measuring up to the Scout Motto “BE PREPARED.” Through the meeting of the requirements, as set forth, he is prepared to carry on, as a good Scout, in

the activities of the program itself. He is prepared to meet life in all its fullness, and he is prepared, above everything else, for service to his fellow men. Needless to say, from the very beginning, it was anticipated that the Scout who attained Second Class Rank would be better qualified to demonstrate in his personal life the qualities of Scouting embodied in the Scout Oath and Law, then a Tenderfoot, and that, as he mounted each succeeding rung in the ladder, this growth in character would be noticeable.

The Meaning of the Court of Honor Idea

The Chief Scout Executive early gave voice to this sentiment in the following words:

“As I have repeatedly emphasized, all the interest of the Boy Scouts of America in its Merit Badge scheme and in the Court of Honor procedure is but a means to an end. Our fundamental interest is in capitalizing the boy's interest and willingness to apply himself to the process of practical education under the leadership of men of character, under conditions which give us greater opportunity to make effective the primary principles of Scouting—character building and citizenship training. Scoutmasters, Scout Executives, Merit Badge Counselors and all leaders should bear in mind that the purposes of the Boy Scouts of America are to build character and train in citizenship by developing right attitudes of mind and habits of conduct.”

This plan was strengthened in application when, in 1927, action was taken which made it the responsibility of Courts of Honor to check upon whether the Scout, as he advances in all ranks, has actually put into practice the ideals and principles of the Scout Oath and Law, the Motto BE PREPARED, and the Daily Good Turn. The following announcement of this was made by Dr. West at the Fifth National Conference of Scout Executives, at Cornell University, in 1928:

"To help in placing emphasis upon the fundamental importance of this factor, the Executive Board, upon the recommendation of the Committee on Badges, Awards, and Scout Requirements approved a radical change in the requirements for Star, Life and Eagle Awards, which was embodied in the new Handbook for Boys.

"This new procedure definitely places upon the Court of Honor the responsibility of seeking in every instance, definite, concrete satisfactory evidence that the Scout has actually put into practice, in his daily life, the ideals and principles of the Scout Oath and Law, the Motto, "BE PREPARED" and the Daily Good Turn,

"That he has maintained an active service relationship to Scouting, and further that he has,

"Made an effort to develop and demonstrate leadership ability.

"No limitation is placed upon the Court of Honor as to the methods it may follow in obtaining this evidence. It is suggested that, in addition to the Scoutmaster and the members of the Troop Committee, the parents, the teacher, employer, Pastor and Sunday School teacher, and others with whom the boy contacts in his daily life, be called upon for evidence as to just what the habits of conduct of the boy actually are."

Dean James E. Russell's Comment

These facts being as they are, it is not surprising that Dr. James E. Russell, then Dean of Teachers College, Columbia University, in his treatise on Scouting Education, copyrighted 1917, should have spoken as he did concerning the program:

"But I would consider myself a prince among school-men, if I could devise a school program in which the curriculum should appeal so di-

SCOUT ACHIEVEMENT AND ITS RECOGNITION



Presenting a Gold Honor Medal for Life Saving (1931).

(L to R) Dr. James E. West, Scout Anthony Alonge of Brooklyn, Daniel Carter Beard, Chairman of the National Court of Honor, George Palmer Putnam, Explorer and Publisher.

rectly to a boy's interests and the courses of study apply so serviceably to adult needs. Every task in Scouting is a man's job cut down to a boy's size. The appeal to a boy's interests is not primarily because he is a boy, but particularly because he wants to be a man. Scan the list: Agriculture and Angling, Blacksmithing and Business, Carpentry and Civics, Dairying and Mining, Music and Plumbing, Poultry

keeping and Printing, First-Aid and Firemanship, Life-Saving and Seamanship, Campcraft and Cooking, and scores of other accomplishments and activities requiring accurate knowledge that is susceptible of direct and immediate application to everyday life.

"Everyone of these tasks hold the boy, not only because he is a boy and likes to do them, but also because they are tasks which grown men find useful. It is the man in the boy that is emphasized, and the type of manhood idealized is that which strives 'to stand for the right against the wrong, for truth against falsehood, to help the weak and oppressed, and to love and seek the best things of life.' Hence the Scout Oath taken by every boy on becoming a Tenderfoot: 'On my honor, I will do my best (1) to do my duty to God and my country, and to obey the Scout Law; (2) to help other people at all times; (3) to keep myself physically strong, mentally awake, and morally straight.'

"The Scout curriculum may appear superficial to the pedagogue, and doubtless much that is taught is neither systematic nor comprehensive. But Scoutcraft is not intended to be a substitute for schooling. It is a device for supplementing the formal instruction of the schools, by leading the boy into new fields and giving him a chance to make practical use of all his powers, intellectual, moral and physical. The best thing about it is its extraordinary diversity, reaching out to boys of all degrees of mental ability, in all kinds of social environment, and creating for them a real need to do their level best."

Committee on Badges, Awards and Scout Requirements

The Committee on Badges, Awards and Scout Requirements was first appointed at the first Annual Meeting of the Boy Scouts of America in 1911, as the Com-

SCOUT ACHIEVEMENT AND ITS RECOGNITION

mittee to make recommendations to the Executive Board concerning insignia and requirements.

This important Committee has had but two Chairmen in its history, Dr. George J. Fisher, now our Deputy Chief Scout Executive, was the first Chairman of this Committee, serving in that capacity as a volunteer for nine years, and ever since continuing on the Committee, and G. Barrett Rich, the present Chairman, who was appointed in 1919.

This Committee, always an important one, faced difficult tasks during the years of Dr. Fisher's Chairmanship, for it had little to guide it, except what came from England, in determining upon insignia, various Merit Badges and their requirements, and decisions concerning Uniform. The Committee realized that the Uniform, with all its Insignia and the Merit Badges, was of supreme interest to the boy himself. Mr. Pirie MacDonald rendered long and distinguished service as the Art Consultant with respect to all Badge and Insignia designs.

In addition, the Reverend Richard Earle Locke of Albany, New York; Mr. Frank Gray, Montclair, New Jersey; Mr. Charles A. Worden, for many years Scout Executive of Queens Council; Mr. W. W. Brundage, Scout Executive of the Newark, New Jersey Council; Mr. Carl F. Northrup, Scout Executive of New Haven and latterly Elmira Area Council; Mr. Alfred W. Dater, President of the Stamford, Connecticut, Council; Dr. Franklin D. Elmer, West Hartford, Connecticut; these men have given devoted service as members of this Committee.

In the earlier years, the Chief Scout Executive acted personally as Secretary of this Committee, assisted by Mr. E. S. Martin. Since 1930, Mr. George W. Ehler, Assistant to the Chief Scout Executive, has served in this capacity.

One of the interesting things that the Committee endeavored to do, was to bring about some orderly groupings of Merit Badges and to require certain ones, in

order that the Scout might include such activities as were basic and fundamental in his life experience. In this connection, the Life Badge was made up of requirements in Physical Development and in Personal and Public Hygiene and in First-Aid, so that any Scout becoming an Eagle Scout was required to have these basic skills for service to other people.

Another interesting development was an orderly arrangement of the various Badges, so that they followed a definite plan with reference to color and arrangement of the various parts of the Insignia. Then, too, original plans were devised for supplementing the Eagle Badge, where an Eagle Scout wished to continue in the pursuit of various Merit Badge activities, and for this the Bronze, Silver and Gold Palms were devised.

The first Badges were put out in November 1910, and the Uniform was made by Sigmund Eisner Company; prior to that, English Badges had been used by many.

To Daniel Carter Beard, with his keen American patriotism, and James E. West, Chief Scout Executive, and Clifford H. Berryman, the famous cartoonist for the WASHINGTON EVENING STAR, we owe the famous Eagle super-imposed upon a modified form, of the British First Class Badge. Mr. Beard, in conference with Dr. West, developed a rough sketch, which Dr. West took to his friend Mr. Berryman in Washington and, with this rough sketch, he and Dr. West developed the first pen and ink drawing of our First Class Badge which was registered in the Patent Office, and the design patent secured on July 4, 1911. Because of the limited protection afforded by the terms of a design patent, and likewise because of the inadequacy of other protection possible through the Patent Office, the Federal Incorporation of the Boy Scouts of America, became desirable, and by the terms of the Federal Charter received in 1916, all protection afforded by existing laws was made perpetual, or so long as the Boy Scouts of America holds its charter from Congress.



Ex-President Hoover Presents Badges at Palo Alto.

G. Barrett Rich, was elected a member of the Executive Board in 1914, and as cited elsewhere, was appointed a member of the Committee on Badges, Awards and Scout Requirements. He has been a member ever since, and from 1919 Chairman. Under Mr. Rich's earnest leadership, the Committee became increasingly important and productive. As the Movement has grown, there has arisen an ever-widening stream of suggestions and proposals to be passed on, for the door stands ever open to receive suggestions from every Council and leader.

Concerning the work of his Committee, Mr. Rich says:

"It has been the policy of this Committee to simplify the scheme of Badges, so that Rank as well as the position held in Scouting might be easily recognized. We have at all times, tried to analyze the wishes of the Scout field and have given careful consideration to the hundreds of suggestions that are constantly being made by our Scouts or Scouters."

Important Subsequent Developments

The Merit Badge Program

As has been stated, the plan of awarding Merit Badges in recognition of achievement of Scouts in many varied fields of interest, has grown steadily through the years. The practice has been to give careful consideration to all proposals, from whatever source, for the creation of new Merit Badges. Such proposals have been considered first by members of the National Staff—in the early years by the Editorial Department under the direction of Mr. E. S. Martin, and in later years by the Program Division of which the Editorial Service forms a part—and after consultation with experts in fields under consideration, recommendations have been made to the Committee on Badges, Awards and Scout Requirements concerning any such proposals. As the new Merit Badge subjects have been approved, the Editorial Service has had the responsibility of producing Merit Badge pamphlets to guide the Scout in his exploration of the various fields of interest. This library of Merit Badge pamphlets is one of the major creative accomplishments of the Movement.

The purpose in awarding the Merit Badge was said to be to put emphasis on ability "to do" rather than to know; the aim was to get boys to apply their knowledge. To this end, it has been necessary, from time to time, not only to keep the Requirements for these Badges up to date, with the advance in the various arts involved, but also to add new subjects, which will meet the interest of all types and conditions of boys.

The latest Handbook shows 101 different Merit Badges, half of which have been approved by the Committee in recent years. The first set of Badges numbered fourteen. In 1936, 499,738 Merit Badges were issued; 6,785,174 since 1911. In 1936, 7,310 Eagle Badges were issued, 94,889 since 1911.

Achievement Rank for Handicapped Scouts

The Boy Scout Handbook had scarcely been published, before there began to appear occasional requests for the modification of the requirements for a given rank, in the case of certain Scouts who were physically handicapped and could not meet all the requirements set forth. While these requests evoked the sympathy of all who gave consideration to them, those administering the Movement adhered to the fundamental policy of making no modifications in the requirements for such cases, because of the fact that a tradition has been established to the effect that the Badge of a given rank absolutely indicated the qualification of its wearer in the fields covered by the requirements for that rank.

However, a sympathetic consideration for cases of boys who were physically handicapped, but who nevertheless were interested in participating in the advancement program, led in 1923 to the adoption of two Achievement Scout ranks corresponding to Second and First Class Ranks. Under this plan the Scout is expected to meet all the requirements of which he is capable and in consultation with his Scoutmaster to devise and meet some requirements within his physical capacity in place of the prescribed tests he is unable to pass.

Since the inauguration of these Achievement Ranks for physically handicapped Scouts, 987 Badges have been awarded.

Ruralizing the Merit Badge Program

Coincident with the adoption of a program of intensive work in spreading Scouting through rural America, attention was given to the content of the Advancement Program of Scouting, with the purpose of making sure that there was in that program, an adequate appreciation of the interests and needs of rural boys. Some additions were made in the requirements for Second Class

and First Class Scouts, but the principal addition was in the Merit Badge program, where some 38 Merit Badge subjects were added to the list including such typical rural interests as the following:

- Farm Home and Its Planning
- Farm Layout and Building Arrangement
- Farm Records and Bookkeeping
- Hog and Pork Production
- Sheep Farming
- Soil Management

Thus Scout achievement was made to harmonize with the accomplishments of rural boys in their 4-H Club enterprises, and the program of Scouting as such was adapted to the rural environment.

Coincident with this development, the policy of permitting the awarding of certain Merit Badges to Second Class Scouts was adopted. This policy applied particularly to farm interests, crafts and a few general interests appropriate for younger Scouts.

Court of Honor Plan

Quite early in the history of Scouting in America, it became evident that there was need for an orderly process by which Scouts would give evidence that they had met the requirements for advancement from rank to rank. In the first Scout Handbook, we find reference to the Local Council and the Local Court of Honor. The statement is made that "the National Council gives full authority to the Local Council to supervise the issue of Badges." We also find the statement that the Tenderfoot must pass "to the satisfaction of recognized local Scout authorities, the Second Class requirements if he is to become a Second Class Scout."

In the second edition of the Handbook for Boys, which was published in 1911, more specific information was given in regard to the procedure to be followed in the advancement of Scouts in rank. Among other things, it stated that "A Scoutmaster has the power to enroll Scouts and to recommend them to the local Com-



Governor F. D. Roosevelt Receives Scouts at Albany, N. Y.

mittee for Badges and Medals." The following reference is also made to the procedure in earning Merit Badges: "First Class Scouts, who wish to obtain these Badges, must pass the necessary tests before a Court of Honor or.....independent examiner."

It is quite evident that the idea of having a distinguished group of local citizens to sit upon the Court of Honor was conceived very early. A picture of the Court of Honor group appears in the "Tapioca" booklet, which was one of the first pieces of literature issued by the National Council. With the development of the Local Council, and with the coming on of the professional Scout Executive, the purpose of the Local Council Court of Honor assumed new and different proportions. We find in the copy of the National Constitution and By-Laws, as amended to July 1, 1918, in Article XI, Section II, the following statement with regard to the duties of Local Councils:

"They shall provide Courts of Honor, in order that boys may meet the requirements of the

various Scout tests as required in the Official Handbook, under such conditions as will reduce to a minimum the necessity of the boy traveling a great distance from his home, or of interfering with his school work or home duties."

In an edition of the Standard Local Constitution and By-Laws, published by the Boy Scouts of America in March 1925, we find the duties of the local Court of Honor outlined at some length. In Article VII of these By-Laws, it is proposed that the Council Court of Honor shall consist of five members, who shall be formally appointed on behalf of the Council, on the recommendation of the Chairman of the Court of Honor. The Scout Commissioner, it is suggested, should be a member ex-officio of the Court of Honor, and if the Court of Honor meets in District sections, the then called "Deputy Commissioners", or "Field Executives" appointed for such districts, shall be members ex-officio of the District Courts of Honor.

It is suggested that the Court of Honor should determine, with the advice and approval of the Executive Board, whether or not it should meet in formal session at least three times a year, or more often if required, in a central and accessible place convenient to all Troops in the Council, or whether it should meet successively in various Districts of the Council territory, or whether it should establish District Courts of Honor, so as to conform to the policy, in the National Constitution and By-Laws, requiring Councils to make it convenient for boys to meet with the Court of Honor.

It was further outlined in this pamphlet, that the Court of Honor should appoint such qualified instructors and examiners for the various Merit Badges, as should be called for by the desire of Scouts to qualify for the Merit Badge award. It was stated that in no case should a Merit Badge be awarded, unless a Scout was personally interviewed before at least three members of the Court of Honor, and either by examination conducted personally by the Court of Honor, or upon evidence furnished by a duly expert examiner, demon-

strated to the satisfaction of the Court of Honor, that the Handbook requirements had been complied with in a satisfactory manner.

The Local Court of Honor was charged with the responsibility of maintaining the minimum standards, as established by the National Council, for the awarding of all Merit Badges. It was stated that in all examinations it should be borne in mind that the purport and intent of examinations was, not to secure a mere technical compliance with the requirements, but rather to ascertain the Scout's knowledge of subjects generally, and that practical rather than book knowledge was desired. It was stated that a Scout should be prepared at any examination for a review, covering previous tests given him, as well as to demonstrate that he knows the Scout Oath and Law and is being guided thereby. The Local Court of Honor was to conduct its proceedings, in accordance with the regulations adopted by the National Court of Honor and published in the "Scoutmaster's Handbook."

The justification for such Court of Honor procedure is plain. It has been aptly stated by the Chief Scout Executive in these terms:

"It is necessary that we keep in mind this big asset, this fundamental foundation, the boy's desire to be a Scout. Boy desire does not keep alive when there is no basis for respect. The boy does not get much 'kick' out of getting a badge that he has not earned. The boy feels contempt for a boy who has gotten a badge which he has not earned, and so in order to deal with our responsibility to preserve this great desire on the part of the boy to be a Scout, we have had to bring into our program another necessary factor. We have to have organization in order to make the outcomes, as we want them, possible.

"To have the boy meet his requirements under conditions where he and the other boy respects them, requires organization—that is the genesis of our Local Council organization. Lo-

cal Council organization was developed not necessarily to promote Scouting. It was in order to give boys an opportunity to have Court of Honor procedure, an opportunity to demonstrate that the boys in the Troop were qualified for the Badges awarded to them in the name of Scouting, and to make these awards, under conditions which command the respect of all Scouts and Scouters."

And so there has been built up through the years, an organization and a personnel of experts in the skills of Scoutcraft, which has become one of the most important parts of the Scout scheme of education through recreation. The fact that in each of the 539 Local Councils, there was, by 1936, a faculty of experts in the 101 different subjects which comprise the Merit Badge program, means that there was thus made available to the boyhood of America—his for the asking—the knowledge and skill and ability of this host of sympathetically-minded and especially-fitted citizens. Further than that, it means that there had been mobilized, under the banners of Scouting, an extraordinary array of artists and scientists, craftsmen and mechanics, out-doorsmen and professional leaders.

The National Court of Honor

The National Constitution and By-Laws provided for a National Court of Honor "which Court shall be responsible for the award of Certificates for Heroism or Honor Medals for saving of life, and such other honors or awards on behalf of the National Council of the Boy Scouts of America as may be provided for and referred to the National Court of Honor for judgment and award, and to perform such other judicial functions as may be requested, from time to time, by the Executive Board."

In the beginning, Ernest Thompson Seton, the Chief Scout, was Chairman of the National Court of Honor. When his connection with the Boy Scouts of America terminated in 1913, the office of Chief Scout lapsed and



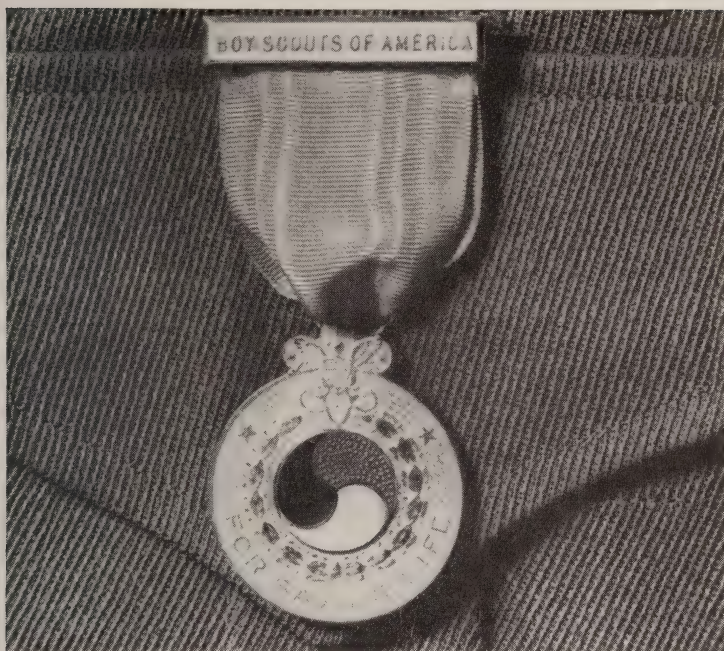
National Commissioner Daniel Carter Beard.
Chairman National Court of Honor.

the National Scout Commissioner, Daniel Carter Beard, became Chairman. He has served with distinction ever since.

The National Court of Honor did not spring into its present efficient form without a great deal of thought. In June 1915, the Board gave particular consideration to the need of reorganizing its work. Its great importance in the Scout Program, was so clearly recognized, that the matter was referred to the Sub-Committee of the Board to develop a plan and suggest a staff for the Chairman. In February 1916, this present plan was reported and adopted and embodied in the Constitution and By-Laws. In 1917, John Sherman Hoyt, William D. Murray and Daniel Carter Beard were appointed a Committee "to consider suggestions and make nominations for the various members of the National Court of Honor and the Executive Board thereof."

Month by month, the Executive Board has been thrilled by the reports of medals and certificates awarded. The story of these awards makes a golden chapter in the history of Scouting. Year by year, a full record of Scout bravery and heroism has been included in our report to Congress. The Chairman of the National Court of Honor, in his report for a year in which twenty-six gold Medals for saving life and forty-nine Certificates for Heroism were awarded, pays tribute to the worthy Scouts who received this recognition:

"It is impossible to read the following accounts without responding to the thrill of the human drama contained in each one of them. These are the deeds for the most part of boys in their 'teens, who forgetful of self, acted with courage and cool-headed resourcefulness when the emergency came. They are at the same time splendid testimony to the increasing effectiveness of the safety and life-saving program of the Boy Scouts of America, which aims to reinforce the boy's natural courage with skill and knowledge in handling himself in emergencies of this kind, requiring quick, sure decision."



The Gold Medal for Life Saving.

Here is a typical citation in the case of a life saving award.

"Harold Dubler, aged 17, Eagle Scout of Troop 39, Manchester, N. Y., rescued the following persons from drowning: Marjorie Walters, 15; Marjorie O'Brien, 16; Gertrude Hogan, 16; Margaret Bliss, 15.

"On June 10, 1934 a group of boys and girls went swimming in Littenville Pond, which has a depth of 22 feet. This body of water, because it flows into a powerhouse and causes a swift undertow current, is walled off by a cement wall about 4 feet thick. Some 15 feet from where the powerhouse receives the water there was a log attached to a railing by a wire. The group was sitting on this log when suddenly the wire became unfastened and the log with its occu-

pants sank. Marjorie O'Brien, who had been sitting next to Scout Dubler, grabbed him around the neck. Dubler then went under water, broke her hold, and brought her to the wall, where someone reached down and pulled her up. He then went down and got Margaret Bliss and Gertrude Hogan and brought them up. In the meantime Stanley King had dived down to the bottom in an effort to locate Marjorie Walters. He located her but had to come up for air and then went down again. She lay on the bottom near the grating at the outlet where the undertow is strongest and likely to dash a swimmer against the grating. Dubler also went down, and together he and King brought Marjorie up and got her on the wall. Dubler was in a weakened condition after being under water so much and towing the girls. His rescue of four persons against the odds of terrific undertow and water 22 feet deep, gives some idea of Scout Dubler's ability as a swimmer and his fine courage and unyielding perseverance."

In the year 1917, the scope of the National Court of Honor was enlarged to include Counselors in the various Merit Badge activities. From the membership of the National Court of Honor, there was a group of seven or more men elected to meet as an Executive Committee and to consider the applications for Honor Medals. The first National Court of Honor included: Ernest Thompson Seton, Chairman; Daniel Carter Beard, and James E. West, Secretary.

In the first Annual Report, covering the activities of the year 1911, there were 22 Honor Medals reported. Originally, the Honor Medal was a bronze medal. In 1912, the Silver Medal for greater degree of heroism was developed and four of these were awarded.

The Silver Medal continued to be the highest form of award until 1918. Then, a Gold Medal was adopted, to be given as a posthumous award, to the relatives of Scouts who made the supreme sacrifice. This continued for four years. In 1922, however, the National Court of

SCOUT ACHIEVEMENT AND ITS RECOGNITION

Honor, with the approval of the Executive Board discontinued the practice of awarding Gold, Silver and Bronze Medals because of the great difficulty in determining the degree of risk involved in the saving of life. From that time on but a single medal was awarded to Scouts, the present type of Gold Medal, the design of which was designed personally by Belmore Browne, the famous artist.

To Scouts indicating great courage without so much risk, a handsomely engrossed Certificate for Heroism is presented. The National Scout Commissioner, as Chairman of the National Court of Honor, writes a personal letter to Scouts whose conduct is worthy of commendation, where the circumstances do not justify an award from the National Court of Honor.

In 1926, George D. Pratt was made Vice-Chairman of the National Court of Honor.

In 1927, the responsibilities of the National Court of Honor were changed. It became judicial in character and the responsibilities, according to the By-Laws, were confined to the award of life-saving cases, "Achievement Awards", scholarship and other awards, and questions pertaining to Star, Life and Eagle Rank.

In 1922, the National Court of Honor, with the approval of the Executive Board, authorized the requirements for the Gold Honor Badge of the Wild Life Protection Fund, one of the ways through which Dr. William T. Hornaday did so much to interest Scouts in the protection and conservation of Wild Life. Another important activity of the National Court of Honor was in connection with scholarship awards. The most outstanding of these were the Harmon Foundation Awards, which were presented from 1927 to 1931.

The membership of the National Court of Honor as of Dec. 1936, included;

Daniel Carter Beard, National Scout Commissioner, Chairman; Judge Frederic Kernochan; Judge Jeremiah T. Mahoney; Dr. James E. West, Secretary; E. S. Martin, Assistant Secretary.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

In 1936, twenty-two Gold Medals were awarded for saving life and twenty-eight Certificates for Heroism. Since the beginning, the National Court of Honor has made 2,066 Awards. There have been 376 Gold Medals and 1,127 Certificates for Heroism up to January 1937.



**TO ALL PEOPLE TO WHOM
THESE PRESENTS MAY
COME**

GREETING

KNOW YE THAT in pursuance of the duly enacted Law in Agreement with the custom of the
BOY SCOUTS of AMERICA
and by the authority vested in the
NATIONAL COURT OF HONOR
by the Boy Scouts of America, I, **DANIEL CARTER BEARD**
Chairman of said Court and by the unanimous agreement of my associates assembled, do hereby and hereon proclaim and by these presents grant to
Fred Faddy, Jr.
Troop 9
Florence, South Carolina

his letter of **COMMENDATION** in recognition and appreciation of said Scout's
manliness, efficiency, quick thought and
HEROISM
lives
In saving the life of Juanita Gasque and
Freddie Oliver
from drowning
July 23, 1936

In testimony whereof, and in behalf of the said Court assembled, I have hereunto set my hand and caused to be affixed the great seal of the Court of Honor this 19th day of May
Annoque Domini, one thousand nine hundred and thirty-seven

 Daniel C. Beard 

The National Certificate for Heroism.



“The Good Turn”

The history of the “Good Turn” is not a tracing of steps in the development of the idea, but rather a record of its widening use. It was part and parcel of the whole Scouting idea both here and in England. It was a device for translating good-will into action, under such conditions of satisfaction to the boy, so that when done again and again, it led straight toward a habit.

Practical Idealism

This practical idealism was embodied in the Scout Oath and Law. The results of such Daily Good Turns were found, as Dean James E. Russell pointed out, to offer high educational values.

The ideal Boy Scout was held up as one who not only knew how to take care of himself, stand on his own feet and carry his share of the load, in his own home and the community of which he was a part, but plus this, he was sufficiently interested to care about helping others. Indeed, if his experience as a Scout, as well as in his church and school and home, had been all that might be hoped for, he was eagerly alert for opportunities to be of service. He would give abundant evidence of his capacity to care for other people. He would seek opportunities to be useful and helpful. He would make his personality felt in an unselfish way so that all who knew him, or had contact with him, would have no

doubts as to his sincerity, resourcefulness and character. Such a development was no accident. It was the result of a process of education. Scouting had in it the opportunity of contributing to such a process in a very ingenious and effective manner, through giving an attractive chance to "work at it." The Daily Good Turn, organized service on a Patrol, Troop and community basis, while resulting in many useful, worth while things, has been particularly significant and valuable because of what it did to those rendering the service. It summoned to unselfishness.

Promoting Unselfishness

Lord Baden-Powell, in citing the value of the Good Turn in eradicating selfishness, said:

"If I were asked what is the prevailing vice in our nation I should say—Selfishness. The Scout practices tend, in a practical way, to educate the boy out of the groove of selfishness. The minor Good Turns, which are part of his faith, are in themselves the first step. From these minor Good Turns, he goes on to learn first-aid and help to the injured, and in the natural sequence of learning how to save life in the case of accidents, he develops a sense of duty to others and a readiness to sacrifice himself in danger. This again, leads up to the idea of sacrifice for others, for his home, and for his country, thereby leading to patriotism and loyalty of a higher type than that of merely ecstatic flag-waving."

The Chief Scout Executive made this comment on the Good Turn:

"Very definitely, we in Scouting, through this Daily Good Turn; through organized service by Patrol, Troop and Council, as Baden-Powell very clearly established what he had in mind to accomplish, have entered into a warfare with the inclination of each of us, as human beings, to be selfish. We develop in boys a capacity to



Scouts Help the Blue and the Grey at Gettysburg.

care about others. We make them socially minded, socially inclined and considerate of the other fellow's rights. Yes, this makes them considerate of the other fellow's rights, to the extent that the boy, if he is really skillfully led, becomes eager to find an opportunity to be of service.

"In time of disaster, in any emergency, who are the people who come forward, anxious to serve? Those who have been trained; those who have been led to have a capacity to care. Scouts show up in goodly numbers on all such occasions!"

As President Lowell of Harvard once said, talking to a group of Scoutmasters:

"The real difficulty in life, with young men and with boys, consists in bringing out the heroism and idealism that are latent in the boy, when there is no natural crisis to awake them."

This is what the Daily Good Turn does, not only in time of crisis, but in everyday affairs.

Local Opportunities

Sir Bartle Frere, the famous English physician, was to arrive at a certain station. A messenger was sent to meet him and was told that he would easily know him, because he was a big man and would be helping somebody. The messenger looked for him and identified him as he saw a big man helping a woman off the train. "By their fruits ye shall know them."

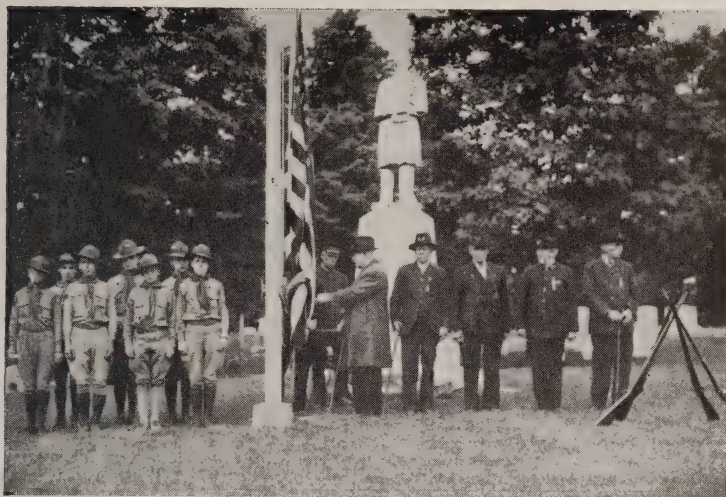
The Local Council reports have been rich in what they revealed, wherever Local Council leadership had proceeded intelligently, in giving wise direction to organizing opportunities for boys to be of service to others and to the community. Quite naturally, boys have enjoyed participation in wisely organized service opportunities, and again, quite naturally, the public has been given a better opportunity to understand that, while Scouting was a game, the game of Scouting was not merely to afford opportunities for boys to have recreation, fun, and adventure, it also involved unselfish service to others.

This phase of helping others is a fascinating part of the story of Scouting, because it was a Scout's Good Turn that brought the Movement to America.

The philosophy of the Good Turn was well stated in a recent editorial in the "Saturday Evening Post", where it was characterized as a "rather severe ideal".

"The strength of a Movement like Scouting is that boys grow in moral stature from experience, from doing, from the very activity which is inherent in them. They meet situations rather than study subjects, and this is a method of handling youth which must command increasingly the support of all who desire the future welfare of this country."

One of our Scout Executives, writing while on a trip in Mexico, said he hired a man as driver and interpreter, and it came out in conversation that the man had been a Scout in Kansas. He said he had forgotten the words of the Oath and the details of signaling and other



New Hampshire Scouts Help on Memorial Day.

items, but that he still liked to do his Good Turn daily. "Some people," he said, "do it because they have to, but I like to do it because of my Scout training."

A Test of Good Citizenship

The relation of "caring about others" to good citizenship, is pointed in the following words of Dr. James E. West:

"What makes us socially minded? What is evidence of the fact that we are socially minded? What is the test of good citizenship? First, we must have evidence that the individual cares for something beyond himself, evidence that he is unselfish—that he cares sufficiently to help others. His attitude of mind must be such that he has an obligation, not only to carry his own weight, but to be anxious and willing at least to help carry some part of the responsibility for the welfare of the community.

“Upon what is a democracy dependent? Here in America we are dependent upon a voluntary process of thinking, feeling and acting individually for the good of the community, the state and the Nation. Democracy can’t be developed as is being attempted in Russia, in Germany and in Italy.”

This “caring about others” is fed and furthered by three types of Good Turns—individual service, Troop and Patrol projects which may be local or Nation-wide.

Individual Good Turns

The Scout is first of all, an individual; then he is related to his community and to his country. His Good Turns are found also in these relationships. First, there are those which he does by himself, known only to himself and the beneficiary,—of these there is no record except thousands of Troop and Patrol “Good Turns” and bits of service which are observed and reported by other people every year. They cover a broad field of helpfulness. Here a few typical instances:

Saw them picking up nails and glass out of street.

He cut wood for another boy who was sick.

Found a lost child and located its mother.

Boy was sick, Scout pulled him home on wheel.

Helped a lady across street with bundles.

He polished an old woman’s stove for her.

Splinted and bandaged broken leg of dog.

Caught a cow and drove it home for a lady.

Helped cripple boy across the street.

Carried a letter across the street for an old man.

Helped a man with auto trouble.

Delivered church circulars for church.

Made scrapbooks for the Home for the Friendless.

Assisted a Russian boy with some English grammar.

Pulled a splinter out of a dog’s foot and treated it.



Decorating Graves at Arlington, Va.

Called power company and reported to them a live wire.

Stopped some boys from hitting a little dog with stones.

Removed overturned garbage can from street after dark.

Helped a blind man off the street car and across the street.

Repaired a broken place in the front porch for a neighbor.

Helped a man fix his fence where the cows had torn it down.

Put light over a dangerous place so as to prevent accidents.

Emergency Service

The way in which boys who have had Scout experience have conducted themselves in times of emergency, has produced wide public confidence in the Scout Program.

Through the years, in time of emergency, Scouts have conducted themselves with similar effectiveness as a part of their Good Turn to the community. Some of the disasters in which Scout Service has been especially conspicuous, included:

When the influenza spread over the country in 1918, the Scouts showed that they were ready to serve in an emergency. In many cities, they distributed thousands of pieces of literature giving information as to how to combat the disease; they set up tents to serve as temporary hospitals, and acted as orderlies and aides; they worked night and day guiding ambulance drivers, escorting nurses and acting as messengers.

This (1913) was the year of the disastrous Spring floods in Ohio and Indiana and was the first time that Scouts were called upon for organized emergency service on a broad scale. Our Mr. E. S. Martin was sent to the flood district to handle this work and, upon its completion, was one of the ten given a Citation by President Woodrow Wilson for work accomplished. They helped the Red Cross; they distributed food and clothing to the needy; they served as aides and orderlies and messengers; they made a survey of homeless families and determined what allocation should be made to them. They manned soup kitchens and served hot coffee to the relief workers and the refugee families.

The Knickerbocker Theatre disaster in Washington, in 1921, and floods at Pueblo, Colo. and San Antonio, Texas, the same year, called Scouts into action.

In 1925, they rendered aid in the Illinois tornado, the California earthquake and the Louisiana fire.

In 1926, their service was exceptional in the Florida hurricane and the Arkansas flood zones.

The following year, 1927, they served in the Mississippi and Vermont flood disasters and the St. Louis tornado.

And so this record might go on, for there has been scarcely a year that Scouts have not, somewhere in the country, proved effective when needed. The follow-

THE GOOD TURN

ing reports, taken from the record for 1932, indicate the important work Scouts have been doing.

"A series of tornados swept a number of southern communities early last year and brought death to more than 300 persons and injuries to several thousand, and inflicted great property damage. Reports indicate a splendid measure of Scout cooperation and assistance by Scouts and Scout Leaders. The Scout Executive from Anniston, Ala., wrote that in Sylacauga, Ala., one of the towns hit by the storm, Troops were actively aiding the Red Cross, the American Legion, and other organizations in that area.

"Although the homes of the majority of Scouts were partially or completely destroyed, the Scouts were on the job early in the morning. They were put on traffic duty, received and sorted clothing, served in the emergency hospital, and were also used in many cases to relieve the National Guard in patrolling the stricken area. One of the first things done by the Scouts was to obtain 18 cots belonging to Troop 20, from the basement of the city school which had been destroyed and make them ready for use in the emergency hospital."

Here is a report from Tuscaloosa, Ala., where the storm hit hard and the suffering and loss were great:

"About 50 Scouts began service the afternoon of the tragedy and they served as traffic guides and guards over the area. They are still on duty and will continue as long as needed. Every Scout in Uniform has been asked to be on hand.

"Troop 47 of Clanton, Troop 51 of Lay-Dam, and Troop 43 of Thorsby in Alabama mobilized promptly and remained on duty for several weeks. Among the relief Good Turns performed by the boys were searching ruins for dead and injured; pitching tents for the homeless; unloading truckloads of foodstuffs, etc. at the relief station; duty at the relief station; active duty at three hospitals; helping farmers

load up their livestock; messenger service; and many other unrecorded services."

Throughout the period of the depression, Scouts have cooperated with national and community organizations in finding employment for men; just as after the war, they helped in finding reemployment for returned soldiers and were thanked by the Secretary of War. At the request of Secretary Glass, they helped in displaying posters telling soldiers about their insurance.

In the community, the Scouts have shown themselves to be as well prepared as in national efforts. The Mayor of Detroit wrote:

"The Citizens of Detroit owe a debt of gratitude to the Boy Scouts and their leaders for work at the Grand Army encampment. They met the trains, ran errands, they guided visitors and helped with the baggage."

Times of disastrous fires found the boys prepared. At the Salem fire in 1914, from 30 to 100 Scouts were on constant duty for fourteen days ministering to the refugees.

Troop Good Turns

In addition to the Daily Good Turns done by the individual Scout without any reporting or advertising, there have been deliberate quests for chances for the Troop or Patrol, as a whole, to render service. In the service listed in this Chapter under Emergencies and under Local Council and National "Good Turns", the Troop is mentioned as the unit of action. Indeed, the real task of the Local Council, in this whole matter, is to make available suitable opportunities to the individual Troops and Patrols, and to so handle the matter that the Troops enjoy helping. Since the two paragraphs just referred to contain samples of Troop Good Turns, there is no need to list them separately here.



East Orange Eagle Scout Gives First-Aid.

Local Council "Good Turns"

Varying somewhat in each Local Council in terms of leadership, we find them alike in recognizing Council Good Turns as a basic element in the boy's Scout experience. Among many impressive Council service records, the following Good Turn Report of the Ft. Orange Council for 1934 is fairly typical of the service opportunities for Troops, which Local Councils provide.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

January:

First Lutheran Church; Troop 9 distributed envelopes.

Troop 66; collected and burned all old Christmas trees.

Troop 48; assisted riding classes at Armory (mounted Troop).

February:

Ushers at High School concert; Troop 9, 10, 18, 21, 34.

Troop 48; assisted riding classes at Armory.

Boy Scouts of America National Good Turn. Scouts in all communities collected clothing, furniture, and dishes for the needy. Turned over to the Red Cross and local welfare agencies. Practically all Troops participated. Hours unknown.

March:

State Conservation Department, bird feeding station maintenance; Troops 58, 60, 72, 73, 74, 75. Troop 75; distributed handbills for local public debate.

Chamber of Commerce, preparing song sheets for Easter sunrise service; Troops 2, 17, 34.

Troop 48; assisted riding class at Armory.

April:

Chamber of Commerce, ushers and aides at Easter sunrise service; Troops 1, 6, 10, 20, 38.

Kiwanis Club, tree planting, 3,000 trees; Troops 68, 69, 70, 74, 168.

Dana Natural History Society, bird day lecture, aids and ushers; Troops 7, 17, 20, 34.

High School band concert, ushers; Troops 10, 11, 20, 38.

County Women's Christian Temperance Union convention at Guilderland Center, ushers, aids, Troop 60.

Girls' academy horse show, Armory; Troop 48 assisted.

College horse show, Armory; Troop 48, assisted.

Parents' night, Armory; Troop 48, assisted.



A Scout Fire Patrol.

May:

Youth week, hobby display, aids to committee;
Troops 1, 9, 10, 25.

Junior Chamber of Commerce, aides at track
meet; Troop 16.

Junior Chamber of Commerce, aides at exer-
cises at Fort Gralo; Troops 68, 69, 70, 74, 168.

Memorial Day exercises, bugler; Troop 33.

Memorial Day service, aides; Troop 61.

June:

Musical recital, Reformed Church; Troop 60,
aides.

Sixty-eighth Encampment, Grand Army of the
Republic, buglers and aides; Troops 6, 10, 15, 20.

Junior Chamber of Commerce air shows;
Troops 2, 3, 10, 12, 20, 25, 62.

Junior Film Guild Childrens' Day, Mid City
Park; Troops 6, 10, 17, 20, 33, 34.

July:

Spanish-American War Veterans, memorial services at Waterfront, bugler; Troop 20.
Model Yacht Club regatta; Troops 54, 168.
Chamber of Commerce, boosters' night, delivering tickets; Troops 20, 25, 34.
American Legion, bugler; Troop 20.
Fire Company, color guard; Troop 69.

August:

Soap box derby, in Park; aides to committee.
War veteran's funeral, bugler; Troop 13.
Chamber of Commerce, tourist traffic census.
Nine stations manned by Scouts, 11 hours per day for 6 days; Troops 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 15, 16, 17, 18, 20, 21, 23, 24, 25, 27, 29, 32, 33, 34.

September:

Junior Chamber of Commerce, distributing Blue Eagles; Troops 1, 5, 6, 8, 10, 11, 12, 15, 17, 29, 38.
Chamber of Commerce, distributing milk-campaign folders; Troops 10, 15, 24.

October:

Daughters of the American Revolution State Convention, buglers; Troops 6, 17.
Community Chest, Inc., aides at campaign headquarters; Troops 9, 10, 15.
Milk publicity committee, distributed folders; Troops, 6, 16, 38.
Hallowe'en Party, armory, Junior Film Guild; aides to committee.

November:

Milk publicity committee, aides; Troops 20, 25.
Federal Housing Committee, delivering posters; Troops 5, 6, 10, 20.
County Tuberculosis Association, distributing posters; Troop 7.

December:

Presbyterian Church, men's club; Troop 29 assisted in entertainment.
Red Cross and Junior Chamber of Commerce, clothing drive; Scouts collected 911 different articles of clothing; Troops 68, 69, 70, 74.



Scout Mechanic Helps at Home.

Collection of used toys, collected and repaired toys; Troops 55, 67.

"Denial day" for Mayor's Christmas fund, distributed boxes; Troops 1, 6, 7, 9, 10, 11, 12, 13, 15, 19, 20, 22, 23, 26, 31, 32, 33, 34, 48.

Junior Film Guild, Christmas party at Theater, aides; Troops 10, 20.

Troop 30—Two Scouts assisted an elderly lady all winter by supplying her with wood, food, and keeping a path to her home, cleared from snow.

Troop 57—Two Scouts rendered aid to an elderly woman by shoveling snow from the path to her home, and supplying her with wood for fuel, also food and clothing.

Troop 60—Members of troop, who attend High School, assist each year in planting young trees on village property. Estimated trees planted by Scouts this year, 1,000.

Christmas Baskets—Troop 10, 1 basket and clothing; Troop 15, 1 basket; Troop 34, 1 basket; Troop 24, 1 basket and clothing; Troop 29, 1 basket; Troop 51, 2 baskets; Troop 60, 1 basket.

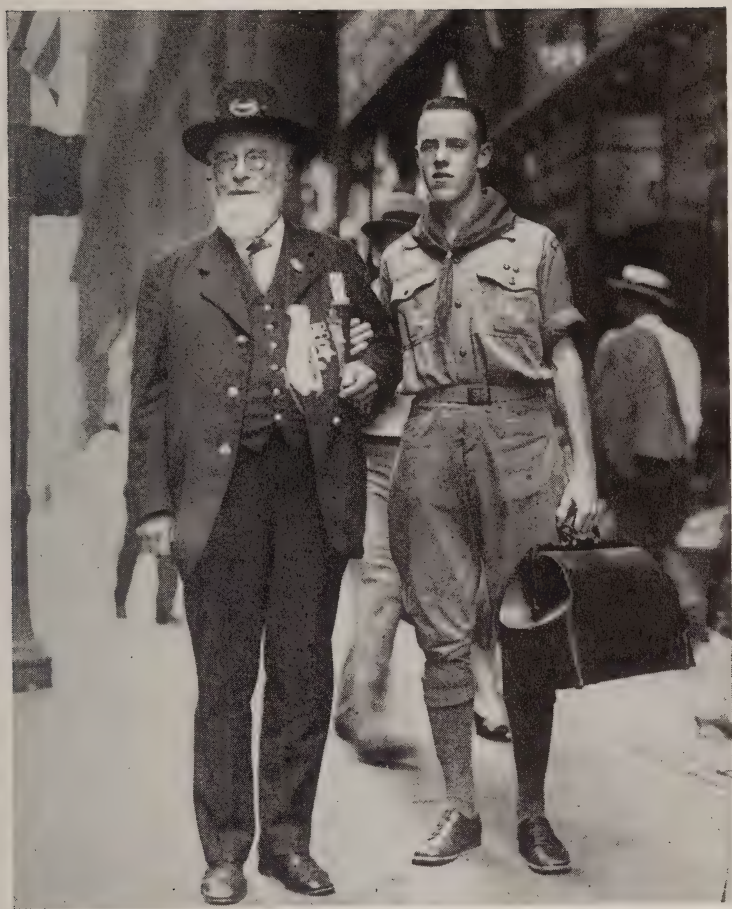
National Good Turns

The first National Good Turn was performed in 1912, in the interest of safety, when the Boy Scouts nationally undertook to help in promoting a "Safe and Sane Fourth of July". Clean-up campaigns and similar community Good Turns were developed on an organized basis. The following year, 1913, saw three outstanding Scout services. The first of these was performed at the National Capital in connection with the Suffrage Parade, March 3, 1911, and also the next day at the Inauguration of President Wilson. The effectiveness of the Scout service was made a matter of Congressional record. In time of panic and great hazard, when many adult men and women were losing their heads, the Boy Scouts stood firm, quieted those who were panic stricken and unobtrusively and efficiently helped to control the crowds.

The splendid service rendered at the 50th Anniversary of the Battle of Gettysburg, in 1913, took on a national character, as the Veterans of Confederate and Northern Armies came from the four corners of America. It was in hot July and they were literally *old* soldiers. One group of Scouts were from Washington, D. C. under the leadership of E. S. Martin, then District of Columbia Scout Commissioner. They operated with the Red Cross in restoring exhausted men, escorted them to their tents, ran messages for them, ministering in some way to 5,210 individuals. One Scout found a Grand Army man who had reached the encampment after dark, lying on the ground, having given up, for the night, his efforts to find his place to stay. Another large group of Scouts came from Philadelphia, under Scout Commissioner George D. Porter and E. Urner Goodman, and formed an effective messenger service. The Secretary of War thanked all these Scouts for the many Good Turns done for the old soldiers.

The numerous Good Turns rendered during the World War are recorded in Chapter VI.

An interesting nation-wide community Good Turn, was when the Boy Scouts of America, in 1919, asked



Scout Assists Veteran at Cincinnati.

everyone in the community to do a Good Turn during the Boy Scout Week. This had a splendid reception. The boys had been setting a good example for their parents.

The climax to the quarter-century of Good Turns came in response to President Roosevelt's broadcast on February 10, 1934, calling for a nation-wide Good Turn from all Scouts. It was a dramatic setting. Scouts all over America were to mobilize to receive, at the zero hour, a "surprise" service assignment for nation-wide performance. Theatres and public auditoriums were used for the mobilization, quite generally throughout the Nation. The President requested the Boy Scouts of America to help the national relief work by gathering clothing, household furnishings and other articles. The results of this challenge was an enthusiastic response by Scouts from coast to coast.

Although the weather offered a serious handicap, in many parts of the country, where severe snow storms and extreme and prolonged cold made it necessary to extend the dates for the conclusion of the Good Turn, the reports from the Local Councils give evidence of 100% cooperation. It was very worth while to have such an opportunity offered to every individual boy, as a member of a Patrol and Troop, to render service in a national effort.

In those cases where boys were brought together in large groups, and where follow-up work was carried on as intended, the results were thoroughly satisfactory. In a number of cases, the governor of the state, the mayor of the city or some other public official issued a proclamation calling directly upon the citizens to co-operate with the Boy Scouts, in response to the President's request.

Within fifteen minutes after the President had concluded his address, indeed before the conclusion of the broadcast from the White House, a man in New York called the National Office with the offer of a pair of shoes. He had been listening over the radio and wanted immediately to make his contribution.

THE GOOD TURN



Brooklyn Scout Works with a Smile.

One Troop in New Jersey, within a week, canvassed a thousand homes and collected 2,125 articles. All over the country, Scout Leaders wrote of the thrill the boys got from their participation in this National event. One man gave a houseful of furniture which had been standing idle for some time. In some communities, vacant stores were donated for collection depots and were completely filled with the clothing and the other material collected.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

One Troop reported that a poor farmer had been burned out, losing practically all his household effects just the night before the President's message. By the end of the week, thanks to the Scout Good Turn, his home was re-equipped. A father of five children was out of work. The new clothing collected by the Scouts helped him to get a job.

| 1934 National Good Turn Report Material Collected* | Number of Articles |
|--|--------------------|
| Household Furnishings | 132,389 |
| Bedding | 30,228 |
| Clothing for men..... | 387,417 |
| Clothing for women..... | 401,044 |
| Clothing for children..... | 434,324 |
| Miscel. Clothing | 220,537 |
| Miscel. Items | 206,345 |
| Total | 1,812,284 items |

*Does not include 35 Councils, which did not submit a report that permitted tabulation.

Some Other Outstanding National Good Turns

Here are a few National Good Turns selected from a twenty-five year record:

Promotion of a Safe and Sane Fourth of July; National Clean-up Campaign; National Fire Prevention Week; National Forestry Promotion; Cooperation in Suffrage Parade; Cooperation in Inaugural ceremonies; Cooperation at 50th Anniversary of the Battle of Gettysburg; Cooperation in Forest Fire Prevention; Cooperation in campaign for unemployed; Helped at Star Spangled Banner Centennial; Cooperation in "Safety First" campaigns; Helped with Anti-Tuberculosis seals; Winter bird feeding; Aided Department of Conservation; Conducted "Walk-Rite" campaigns; Helped police in shopping districts before Christmas; Served at Confederate Reunion; Helped on Memorial Day and Fourth of July; Cooperation in Kindness to Animals Week; Cooperation in Reunion of Spanish-American War Veterans, G.A.R. and Confederate Veterans; Planted War Gardens; Sold Liberty Bonds;



Chicago Scouts Helping with a Safe and Sane Fourth
Promoted By Russell Sage Foundation (1911).

Served as aides and orderlies for government; Collected information as to supplies; Cooperated with agencies organized for relief effort; Cooperated in protection of property by accepting definite assignments for the purpose of giving alarm in case of danger; Participated in Labor Day observance; Sold Liberty Bonds; Sold War Saving Stamps; Located black walnuts; Collected peach pits; Planted War Gardens; Conducted "Every-Scout-to-Feed-a-Soldier" campaign; Conducted book drive; Served as aides and messengers; Helped government in Americanization campaign; Distributed government literature; Helped Red Cross and other national organizations; Served in food and fuel conservation; Cooperated with War and Navy Departments in locating ex-service men; Helped Treasury Department in reaching demobilized men with information about insurance; Helped Roosevelt Memorial Committee; Helped maintain public drinking fountains; Helped in anti-mosquito campaign; Get-Out-the-Vote Campaign; Cooperation with Na-

tional Tuberculosis Association; Cooperation in work among boys of foreign-born parentage; Cooperation with National Board of Fire Underwriters; Cooperation with Traveler's Aid; Participation in tribute to Unknown Dead; Participation in Limitation of Arms Conference; Took part in Forest Protection Week in practical fashion; Organized as Firemen's Aides; Service at American Legion Conference; Promoted Clean motion pictures; Helped Rotary, Kiwanis, and Elks National Conventions; Helped Big Brother Clubs; Helped State and National Fish and Game Commissioners; Built Boy Scout Trails; Cooperated in National Conference on Outdoor Recreation; Helped police in safety work; Promoted Fire Protection Week; Helped in wild life protection; Helped Near East Relief by collecting clothing, distributing literature and performing other services needed; Helped Red Cross; National Tree Planting Campaign.

Gave playground and recreation service as part of vacation program; Promoted kindness to animals by cooperation with national and local organizations; Service at historic spots as guides and orderlies; Started memorial groves; Took part in forest fire fighting; Served at state fairs; Helped unemployed and destitute; Helped in the CCC; Cooperated with N.R.A.; Distributed toys; Participated, at request of President Roosevelt, in National Good Turn for the needy and destitute.

Two-Way Benefits

While the service rendered to the aged, the weak, the needy certainly comes as a boon to them—this side of the "Good Turn," while significant, has proven of infinitely less importance than the inner results on the boy. After all, the "Good Turn" is a device whereby boys educate themselves in citizenship attitudes and enjoy it. It would be interesting to know how many millions of "good deeds", more than six million Scouts did, across the first twenty-five years of Scouting in America.



CHAPTER XXII

Scouting and Religion

"The Boy Scouts of America maintains that no boy can grow into the best kind of citizenship without recognizing his obligation to God." This clear, ringing statement introduced the historic pronouncement of the religious policy of the Movement, in the report of its Chief Scout Executive, at the second Annual Meeting of the National Council, in 1912. This policy, which shortly became a part of Article III of the Constitution of the Boy Scouts of America, established in the following terms, a platform upon which representatives of all faiths could stand with full assurance and glad accord as they adopted the program of Scouting for their boys:

"The Boy Scouts of America maintains that no boy can grow into the best kind of citizenship without recognizing his obligation to God. In the first part of the Boy Scout Oath or pledge the boy promises, 'On my Honor I will do my best to do my duty to God and my country, and to obey the Scout Law.' The recognition of God as the ruling and leading power in the universe, and the grateful acknowledgment of His favors and blessings, are necessary to the best type of citizenship, and are wholesome things in the education of the growing boy. No matter what the boy may be—Catholic—Protestant or Jew—this fundamental need of good citizenship should be kept before him. The Boy Scouts of America, therefore, recognizes the

religious element in the training of the boy, but it is absolutely non-sectarian in its attitude toward that training. Its policy is that the organization or institution, with which the Boy Scout is connected, shall give definite attention to his religious life.

"Only men willing to subscribe to this declaration of principle shall be entitled to certificates of leadership in carrying out the Boy Scout Program.

"The activities of the members of the Boy Scouts of America shall be carried on under conditions which show respect for the convictions of others in matters of custom and religion, as required by the Twelfth Scout Law, reading, 'A Scout is reverent. He is reverent toward God. He is faithful in his religious duties and respects the convictions of others in matters of custom and religion.'

"In no case where a Troop is connected with a church or other distinctively religious institution, shall Scouts of other denominations or faiths be required, because of their membership in the Scout Troop, to take part in or observe a religious ceremony distinctively peculiar to that institution or church."

It will be seen that the Scout Oath, or Promise, and the Twelfth Scout Law, "A Scout is Reverent", stand as the basis for this statement of policy.

The Oath, or Promise, of the Boy Scouts of America as has already been shown, was developed from the Scout Promise, as established for the British Boy Scout Association, by Baden-Powell. That it should contain a fundamental acknowledgment of "Duty to God", is altogether consistent with the life and principles of the Founder of the Movement. He it was who in his first pronouncements about Scouting said:

"No man is much good unless he believes in God and obeys His Laws. So every Scout should have a religion."

In his first address in America, the author of Scouting said:



Scouts at St. Patrick's Cathedral, New York.

“We surely expect of every boy that he shall have some form or other of religion, and that he shall practice what he preaches.”

Furthermore Baden-Powell's wisdom in those early days—a wisdom that must be characterized as providential—is revealed in the fact that he submitted his scheme of Scouting for boys to the great religious leaders of the day. He took it not only to the Archbishop of Canterbury and the clergy of the established Church of England, but he presented it to the Benedictine Fathers and Cardinal Bourne, that they might consider its content, in the light of the historic tenets of the Catholic Church. He conferred with the Jew and the Gentile alike. He found an accord with the dissenters and free church men. And in the end, he produced a plan and a method for the training of youth, which could be accepted with enthusiasm by all, as consistent with their religious and spiritual aims and purposes.

Little wonder that the Chief Scout of the World, as he tours the countries of the earth and as his voice goes out over the ether, should characterize the Movement as a great spiritual crusade, so that repeatedly, his message ends in words such as these:

"In conclusion, I think that most of us feel that the only true and sound foundation for peace in the world is the development of broader-minded, unselfish character in the peoples themselves, whereby they may form a united community in their own country and, at the same time, be sympathetic and friendly neighbors to others. The existing mutual mistrust and fear between nations must be replaced by mutual understanding and friendship. The Scout experiment has shown that this is possible, if the peoples are educated to it while young. By helping this Movement, or otherwise promoting such steps, each one of you, whom I am addressing, has it in his power to contribute his bit to the greatest service in this world, and that is to bring about God's kingdom on earth and peace and good-will among men."

The wisdom of the founders of the Scout Movement in America in establishing the Twelfth Scout Law as expressing an essential characteristic of the true Scout and as a platform for relationship with the Church, has been demonstrated with increasing emphasis through the years. It was Dr. James E. West who advocated the addition of this law to the Scout code and, in so doing, he made an initial contribution to the vitality of Scouting, the value of which cannot be appraised too highly. It reads:

"A Scout is Reverent. He is reverent toward God. He is faithful in his religious duties, and respects the convictions of others in matters of custom and religion."

There can be no doubt but that this Law has been one of the most potent causes of the advancement of Scouting in America. Our leaders felt that there was nothing

more fundamental in the life of a boy than real religion. On this subject Ernest Thompson Seton wrote as follows: "Dan Beard feels as I do—the Twelfth Law is absolutely a sine-qua-non."

A deep and abiding conviction that the spiritual truths and practices, as taught by his own Church, are essential for the boy, has therefore been the first consideration. Those who planned the program and those who have guided the destinies of the Movement have had a sincere interest in religion for religion's sake.

Perhaps one of the clearest expressions of this statement of faith is contained in the message from the President and Chief Scout Executive to all Scouters as issued at the Easter and Passover season in 1935. It closes with these words:

"The faith of mankind suffers when a whole nation violates its religious principles and desecrates its altars of religion. Faith in God and respect for our sanctuaries of worship are not set forward among our people by religious persecutions in other lands. It is, therefore, more than ever incumbent on us, as faithful Scouts and Scouters, to preserve our religious principles in loyalty to our own convictions, as we also show our respect for the convictions of others in matters of custom and religion.

Let us, therefore, earnestly hope and fervently pray that America, the haven of refuge to the oppressed and exiled god-fearing peoples of former days, may now at the Easter and Passover Season find our people throughout the land, rededicating their lives to the service of God and humanity, and revitalizing their faith and religious convictions, that reverence for the Most High and loyalty to our God may strengthen us and undergird our nation as we pass through these strenuous days which try even the souls of men. Times may change, but there can be no shifting standards in the basic honor and integrity of our people, so long as we build securely upon the foundation stones, quarried by the Pilgrim Fathers from the mountains of eternal truth."

It will at once be seen that the twelfth Scout Law is more than an idealistic pronouncement. It is a statement of principle, which has served as a basis for the adoption of the Boy Scout Program by all religious bodies, because it guaranteed complete respect for all faiths, while urging the necessity for an adequate religious experience for each individual Scout.

How typically American this principle is. It rings true with the statements of our nation's Presidents who through the years have paid their tribute to the fundamental place of religion in the land. Witness the following:

"Let us with caution indulge the supposition that morality can be maintained without religion. Whatever may be conceded to the influence of refined education on minds of peculiar structure, reason and experience both forbid us to expect that national morality can prevail in exclusion of religious principle." — George Washington.

"People educated in intellect, and not educated in morals and religion, will become a menace to our nation."—Theodore Roosevelt.

"Education alone, without the instilling of moral principle and without the strengthening of that morality with religious spirit, may often prove to give to citizens a knowledge without the moral impulse to use it properly."—William Howard Taft.

"Our civilization cannot survive materially, unless it be redeemed spiritually. . . . Here is the final challenge to our Churches." — Woodrow Wilson.

"Our country is not lacking in material resources, and though we need more education it cannot be said to be lacking in intelligence. But certainly it has need for a greater practical application of the truths of religion. It is only in that direction that there is hope for a solution of our economic and social problems. What-



Jewish Scouts Worship at Brooklyn Camp.

ever inspires and strengthens the belief and the religious activities of the people, whatever administers to their spiritual life is of supreme importance. Without it, all other efforts will fail. With it, there lies the only hope of success. The strength of our country is in the strength of its religious convictions.”—Calvin Coolidge.

“Underlying every purpose is the spiritual application of moral ideals which are the fundamental basis of happiness in a people. This is a land of homes, churches, school-houses, dedicated to the sober and enduring satisfaction of family life and the rearing of children in an atmosphere of ideals and religious faiths.”—Herbert Hoover.

“No greater thing could come to our land today than a revival of the spirit of religion—a revival that would sweep through the homes of the Nation and stir the hearts of men and women of all faiths to a reassertion of their belief in God and their dedication to His will for themselves and for their world. I doubt if

there is any problem—social, political, or economic—that would not melt away before the fires of such a spiritual awakening.”—Franklin D. Roosevelt.

The Presidents of the Boy Scouts of America have likewise recorded their very deep concern, that the lives of our American youth should be enriched by religious teaching and experience.

Mr. Colin H. Livingstone, who served as President of the Boy Scouts of America for the first fifteen years (1910-1925), expressed his point of view in the following words:

“I shall always stand for the recognition of the Deity by any Scout organization which shall be recognized as a member of the International Scout Conference. I do not think it is a question about which we have to be mealy-mouthed or apologetic or in any way accommodating.”

President James J. Storrow, in his New Year’s message to the Scouts of the country, a few months before his death, expressed his keen sense of the great realities of life in these words:

“May this New Year of 1926 bring to you and to me a more vivid realization that it is the spirit and spiritual side of life that counts.”

President Coolidge in his address to the Annual Meeting of the Boy Scouts of America, in 1926, quoted these words from Mr. Storrow and said “They will constantly come back to us as we remember Storrow.”

Baden-Powell, who heard President Coolidge’s address, after the Annual Meeting, offered this comment:

“When President Storrow spoke of the spiritual side of our training, he struck on a note which I believe will have its echoes in the heart of every thinking Scouter.”

The following statement from Walter W. Head, President of the Boy Scouts of America, at the close of the first quarter century, expresses unmistakably his conviction that the application of the principles initiated by

the Church, is essential to the perpetuity of our Republic. This stirring declaration of principles was made by President Head as Chairman of the National Committee for Religion and Welfare Recovery (See International Journal of Religious Education, September 1935).

"Mankind, in the slow development of civilization, has evolved no institution so valuable to society as the Church. The law establishes a standard of conduct; the courts and the prisons punish deviations therefrom; our educational institutions train the mind; but that which disciplines the spirit, that which creates the will to observe law, that which inspires Man to greater achievement and greater accomplishment, that which uplifts Man and places him on a pedestal nearer the stars—that institution is the Church.

"I refer to the Church in the broadest sense. The word as used includes the Protestant Communion in which I was born, reared and educated; the Holy Roman Catholic Church, the Jewish Faith, and all other organized religious bodies which develop and preserve the spiritual qualities in Men."

In 1934, the Chief Scout Executive, Dr. West, in testifying before a Congressional Committee gave utterance to his pledge of loyalty to the church:

"There must be developed in the boy and girl, as a child, something within themselves that gives them the power to resist temptation, the attitude of mind which gives them a proper relationship to life and to organized society and to organized government.

"We believe that the home is the most important influence in doing that job. We believe that second, in importance, is the Church of God, and we hope that the publicity of this conference will stress that, because nothing has yet been found equal in value, in the development of character, to the work of the churches of the United States and of the world.

"But then, following that, we believe very thoroughly in the work of the school, and following that we believe in these leisure-time movements, these character-building agencies, of which the Boy Scouts of America is but one, the boys' clubs, the settlement houses, and all of these agencies carried on by volunteers interested in the state and the community, interested in equipping these boys and girls with a sense of individual responsibility and accountability."

Church Relationships

It is the genius of the Boy Scout Movement that, in order to save its life it must lose it; that is, in order to accomplish its purpose in service to the boy, it must submerge itself in the parent institutions which administer its units. It is only on this basis that Scouting has been useful to the Church in its program of religious education. The plan is this: Scouting has recognized the essential part that religion must play in character building; but for Scouting to attempt to provide directly and immediately this religious element in the training of youth would have been a presumptuous intrusion into the field and function of the Church. Such procedure would have been repulsive to all religious groups and acceptable to none; and still there was the necessity of making provision for the spiritual part of the program of an organization that is intended for the good of all boys.

Thus the Boy Scout Movement has come to the Church and humbly said:

"Here is a program adapted to the needs of the boy. We have dealt only with the natural side of the boy. We claim nothing supernatural for Scouting. If you find that what we offer will help you in your youth program, take it and use it. Build on it, the supernatural upon the temporal, as a foundation for your spiritual structure. The Boy Scout Movement is non-



Fond du Lac, Wis., Scouts at St. Pauls Episcopal Cathedral.

sectarian in religious matters. But it is not a negative neutrality. It commits religion to those chosen and qualified to teach it, but declares the necessity of religion in character development and urges its practice."

Religion in Camp

At considerable expense and with great fidelity, our Local Councils have made provision for all Scouts, while in attendance at Scout camps, to carry out their religious observances, each according to his own faith.

This provision has been made by arranging with the Ordinary of the Diocese to have a Chaplain in camp when a considerable number of Catholic boys are in attendance; otherwise, the Catholic boys are taken to a nearby Catholic Church to attend Mass.

In like manner, Local Councils have arranged with representatives of the Jewish faith, to provide religious

services for Jewish boys in camp and in some camps for Kosher kitchens to accommodate Jewish boys who observe the dietary laws.

In like manner, Local Councils have arranged with the local Church Federation or Ministerial Association to send a Protestant Chaplain to conduct services for Protestant boys, who can attend union Protestant services. For those Protestant churches which do not participate in union services, provision is made for a Chaplain to accompany the Troop to camp.

In this manner, the Local Scout Council has discharged its obligation to each religious group, and to each Scout and Scouter, by making it possible for every Scout and Scouter attending a Scout Camp, "to be faithful in their religious duties and to respect the convictions of others in matters of custom and religion."

The Best Parent Institution

The Church or Synagogue has offered the best home for a Scout Troop and has been from the beginning the outstanding and predominating sponsoring institution for these very specific reasons: (1) It has the moral and spiritual atmosphere in which boys should grow up. (2) It has man power of good character, spirit and vision who are worthy to lead boys. (3) It has the confidence of parents as a proper institution to give leadership to their sons in Scouting. (4) It has a program of religious education and spiritual motivation which Scouting cannot provide. (5) It has a life-span program that ministers to the child in its mother's arms and continues, through advancing years, with its kindergarten, Sabbath and parochial schools, confirmation classes and its ministry of the Word of Life, and the Sacraments. The Church goes all the way. There is no other institution like it.

It is for these good and sufficient reasons that the Boy Scout Movement has thrown all its influence with the Church and would build up the loyalty of the boy to this most permanent institution, which serves each

advancing period in his whole life-span, from the cradle to the grave.

Acceptable to All Religious Creeds

Surely Scouting established on such sure foundations, has provided a platform upon which each religious group might build its own boy program, with proper integration and coordination of the natural and the spiritual, and the whole administered under its own appointed and supervised leadership. This is precisely the situation with our great religious faiths, according to the testimony of leading Churchmen of these faiths who during the years, have expressed themselves as follows:—

Statement of Mormon Leader

“I am very happy to give the Boy Scout Movement my full endorsement. I feel that thousands of our boys have been helped in becoming good men, by living up to the principles of the Boy Scout Movement.

“It is a real satisfaction to me, to know that through the cooperation of our general, stake, and ward officers, we have more Boy Scouts per capita than any other Church in the United States.

“I hope that our Scout Leaders will remember that it is our privilege and obligation, in connection with the promotion of this program, to see that our boys receive, also, proper religious training, in order that they may become real American citizens.”—President Heber J. Grant.

Jewish Estimate of Scouting

“The Scout Movement recognizes religion as an integral part of the character-building process, and encourages boys to adhere to the tenets and practices of their own faith. On this

basis, Scouting has enjoyed the cooperation of nearly every religious group in America, and has gone forward in the spirit of universal service to all boys everywhere.

"In this spirit, I commend Scouting to Jewish boys, their parents and teachers, as a valuable discipline and program of activities in the development of boy life, which will promote a feeling of comradeship among American boys of all creeds and origins and, at the same time, stimulate the loyalty of the Jewish boy to his own faith."—President Cyrus Adler.

Comment of Protestant Ministers

"The genesis and unfolding story of the Boy Scout Movement in America and among the Nations of the World, read, as I believe, like a veritable romance of Divine Providence.

"On the grounds of highest patriotism and of religion, I would maintain that the Boy Scout Movement should have a large place in the life and loyalty and love of our people.

"It is fortunate that this country, in all of her Presidents, from Washington to the present day, has recognized that the safeguard and assurance of any abiding social order for America, heads up in its religious convictions. And here is this modern Movement teaching reverence to God and unselfish service to the boys of all nations. Every educator and financier, every religionist and home builder may put his own heart and prayer and service together to set this Movement forward."—Dr. George W. Truett.

"It may well be that the historian of the future, who will see the present as we cannot see it, because we are too near to its events, will chronicle the origin of the Boy Scout Movement as far more important, for the development of humanity, than the Battle of the Marne.



Early Troop of Philadelphia Baptist Church.

This Troop, which has been active for 25 years, looks quite different today. It has been significant for such churches to have had so much of the active life of their youth centered about the church.

"I believe the Boy Scout Movement is in the deepest, most far-reaching sense, truly religious; for while religion has manifold forms, it has only one eternal voice, whether that comes from Rome, Geneva, or Canterbury, and it is the voice of everlasting justice, love, and sacrificial service.

"There can be no great people without a great religion and all your talk about character is so much playing down the wind, unless the regenerating and creative forces make a man obedient and the highest law reigns in his heart."—Dr. S. Parkes Cadman.

Endorsements of the Catholic Church

"The future of our country is more bound up with the observance of that simple Scout Law by all of us, than perhaps we realize. We think it was written for boys, but forget that its lessons were written centuries ago for men... The whole world needs principles. The Boy Scouts are giving good example by having a set drawn out of another that had the sanction, of the Preacher of the Sermon on the Mount, on them."—Bishop Francis C. Kelley.

"Scouting offers a splendid program for the adolescent boy; a program which, if properly administered, cannot fail to be of great benefit to him. It is part of the genius of the Boy Scout Movement, too, that it makes this program available to all boys regardless of race, creed, or color.

"Thus, the sponsoring institution, if it be a Church, may take the program as a foundation and build upon it, and around it, its own spiritual program. Hence, the whole boy is served—body, mind and soul. It is by such a completely rounded out effort, wherein Scouting cooperates with the Church and the Church utilizes Scouting, that the youth of America is well served."—Patrick Cardinal Hayes.

"And now may the Blessing of God descend upon each and all of you, upon all who have charge of you, to lead and guide you in the paths of virtue.

"Such is our wish to each one of you. And the greater will be your vigor, your strength and your nobility of character in later years, the more faithfully you attend now to your ideals and your duties as Catholic Boy Scouts, the more faithfully you continue to place the spiritual above the material, and to subject the material to the spiritual, and the more completely you place the thought of God and the lessons of the Faith, above all other thoughts and above all other lessons.

“And with our Blessing may you receive the Blessing of God and all the inestimable riches of His Treasures.”—Pope Pius XI.

Scouting in the Churches

Operating under Charter from the Federal Congress, since June 15, 1916, Scouting in America has received almost universal acceptance and cooperation among the religious forces of our country, and chiefly because of its strict adherence to its broad, non-sectarian policy, and its consistent emphasis upon the religious elements in developing character. This has been made effective in the following manner.

1. By offering to each Church the program of Scouting with its numerous and subtle urges to lofty living—but leaving to each Church the responsibility for the religious training of its particular sect—cautioning them, however, to respect those of other creeds who are members of their Troop, according to the principles stated in the Twelfth Scout Law.

2. By requiring all men commissioned as leaders to subscribe to the declaration of principle, already quoted, in Article III, of the Constitution.

3. By the conscientious adherence of Scouts and Scouters to the Twelfth Scout Law.

4. By general emphasis upon religious and spiritual values in Scouting literature and in the formal training of Scout Leaders.

5. By actual provision for special worship under Church leadership and also in observing religious dietary laws in all Scout camps and other Scout gatherings.

Those who established Scouting in America deliberately planned to promote Scouting as a Movement rather than as an organization. They felt that it would render a greater service to the boys of America, if they made the Scout Program available to all Churches and other institutions having contact with boy life, for them to use in supplementing their own work among boys. In reaching this decision, they very definitely had in mind

that they would have to accord, to those making use of the Scout Program, a certain degree of independence and a very definite recognition of their rights to maintain and control all activities within their own institution, in such a way as would prove most serviceable to their purposes and work among boys.

Certainly, the Boy Scouts of America would not have succeeded, as it has, if in our negotiations with the leaders of the various denominations, we had not assured them that, if they made use of the Scout Program, there would be no effort on the part of the leaders of the Boy Scout Movement to interfere in any way with each institution's management of its own Troop; indeed, Scout Leaders have no authority to do so.

Development of Church Relationships Service

In the very early days of the Movement, great spirits in all the leading faiths caught the vision of opportunity for service to their youth, through Scouting. Leaders in the Protestant denominations, leading laymen in the Catholic Church, the Presidency of the Mormon Church and outstanding men of Jewish faith, advocated by their acts and words the adoption of the program, by their respective religious bodies.

In recognition of this fact and of the potentialities of the situation, the National Executive Board of the Boy Scouts of America by formal resolution adopted in 1914, created a Department of Education, and Mr. Lorne W. Barclay was appointed National Director of the Educational Service in 1916. This Department cooperated with prominent Churchmen in securing the official endorsement of the major religious bodies.

The Annual Report of the Department of Education for 1919, records the endorsement by the Northern Baptist Convention, the General Assembly of the Presbyterian Church, U. S. A., The Protestant Episcopal Church, the United Lutheran Church in America, the Congregational National Council, and the Federal Council of Churches of Christ in America.



Pennsylvania Scouts at Protestant Camp Service

On August 1, 1922, Dr. Ray O. Wyland came to the National Staff to further these growing relationships with the Churches and other organizations. A Bureau of Church Relations was established in 1923, and was expanded into a general Relationships Service in 1924. The intent was to make Scouting available to all religious groups in every practical way. To this end, special Courses in Scouting principles and methods were established in the Church schools, colleges and seminaries. The report for 1926 showed twenty-two seminaries and thirty-seven colleges giving Courses in Scouting with credit toward graduation.

This attitude of the Boy Scout Movement, was further expressed in the following Resolution of the 17th Annual Meeting of the National Council, Boy Scouts of America, in 1927.

“The National Council of the Boy Scouts of America reaffirms its pledge to promote faithfulness to the religious obligations, on the part of the boyhood of America, and to discourage any activities which might tend to interfere with attendance at religious services.”

The Church Relationships Service, working with Dr. Charles Macfarland of the Federal Council of the Churches of Christ in America; with Mr. Victor F. Ridder, who pioneered Scouting in the Catholic Church; and with Mr. Mortimer L. Schiff, charter member of the National Executive Board, who had sponsored the extension of Scouting among the Jewish organizations in America; and with others of the clergy and laity of the various Faiths, developed a program within the major religious bodies which can best be recounted by a review of the development within each.

The Protestant Churches

At the very inception of Scouting in America, the Protestant Churches expressed their interest in this new program for boys, by organizing Scout Troops under Church auspices. From that early beginning, the Protestant Churches have registered nearly half of all Troops affiliated with the Boy Scouts of America.

The Board of Sunday Schools of the Methodist Episcopal Church adopted Scouting in 1919, as a mid-week activity in its program with boys. Dr. Norman E. Richardson, Dr. Arlo A. Brown, and Dr. James V. Thompson were active in bringing the advantages of the Scout Program to the attention of their Board.

The Federal Council of Churches of Christ in America, led by Dr. Charles S. Macfarland, took steps, in 1922, to establish a Protestant Committee on Scouting. This Committee included representatives from nearly all the major Protestant denominations. In 1924, it developed a comprehensive report on Scouting under Protestant leadership, which included suggestions for making Scouting more effective under Protestant leadership, and a reprint of the official endorsements of the Congregational National Council, the International Convention of the Disciples of Christ, Methodist Episcopal Board of Sunday Schools, the General Sunday School Board of the Methodist Episcopal Church, South, the Northern Baptist Convention, the United Lutheran

Church in America, the General Assembly of the Presbyterian Church, U. S. A., the General Assembly of the Presbyterian Church, U. S., the House of Deputies of the Protestant Episcopal Church, the Board of Christian Education of the Christian Church, and the Southern Baptist Convention, and the Federal Council of Churches of Christ in America. More than 100,000 copies of this report were distributed.

The Federal Council of Churches expressed appreciation of the religious policies of the Boy Scouts of America in the following Resolution:

“The attitude of the Boy Scouts of America, in their recognition of religion and their loyalty to the Church, is cause for deep appreciation on the part of the Churches.”

The Southern Baptist Sunday School Board, in 1930, issued its graded lesson series, which included three months or a whole quarter of work for boys and girls 12 and 13 years of age, based upon the Scout Oath and Laws with parallel teachings from the Bible.

At the close of the quarter century, there came a significant new development among the major Protestant denominations, as represented in their International Council of Religious Education. The Curriculum Planning Committee, of the International Council, have recognized the character influencing effects of all the cultural, social and spiritual forces impinging upon a boy's experience, in his every day life. They could not consistently ignore the vitality of the Boy Scout Movement, which has enrolled in its membership, upwards of 6,000,000 boys in its first quarter century, and especially, since the majority of these boys have had definite affiliation with the various Churches and Church Schools. The International Council has therefore recognized Scouting as a potential ally of the churches, and has been endeavoring to make it an integral part of the entire Church program to spiritualize and socialize Youth's outlook and daily conduct.

The Committee on Religious Education of Youth of the International Council of Religious Education has undertaken a comprehensive study of Scouting—Church relations in the Protestant Churches, and has developed, in cooperation with the Protestant Committee on Scouting, a practical plan for a more effective integration of Scouting activity with the comprehensive program of the Church School. This marks the latest stage of Scouting — Church cooperation in the Protestant Churches. It has pointed the way for a comprehensive and forward-looking program of relationships with the various Protestant denominations, which, at the turn of the first quarter-century, is getting under way. The program is under the leadership of the Rev. Dr. William C. Covert, Chairman of the Protestant Committee on Scouting and former Moderator of the Presbyterian Church in the United States of America, in association with other outstanding leaders in the Protestant communions.

The Mormon Church

The Church of Jesus Christ of Latter Day Saints, commonly known as the Mormon Church, was the first of the Churches to adopt Scouting as an essential part of their Youth program on a Church-wide basis. This action came in 1913. Scouting, from that year, has been incorporated in the Annual Program and Manual of the Young Men's Mutual Improvement Association. A special program for older Scout groups under the name of "Vanguards", evolved during the period 1928-1933, was incorporated with the Explorer Senior Scout Division of the Boy Scouts of America, in 1935.

Scouting is kept before the Youth and adult membership of the Church through the official publication of Y.M.M.I.A. Manuals, and the active participation of National Scout officials in the Annual Convention programs of the Y.M.M.I.A. and the general Church assemblies.



Logan, Utah, Sunday Camp Service.

Mr. George Albert Smith, of the Council of Twelve, has been an active member of the National Executive Board of the Boy Scouts of America, since May 1932.

President Heber J. Grant is a member of the National Council, Boy Scouts of America, and has often participated in its Annual Meetings. He addressed the Sixth National Conference of Scout Executives at French Lick in March 1936, and, on every occasion, has expressed the whole-hearted goodwill of the Mormon Church and its vital interest in the Boy Scout Movement.

Consistently, through a period of years, this Church has registered more than 65% of its boys in Scouting, and in this record, it leads all other Churches. It has a most comprehensive Church-centered program for its youth, and Scouting is a major feature of that program.

The Catholic Church

Scouting has been organized in Catholic parishes since its early beginning in America, but not on a Church-wide general plan of application. Out of the years of patient and humble effort, a practical program of far-reaching proportions has been evolved. Due to the efforts of Victor F. Ridder and Brother Barnabas, in

cooperation with the Chief Scout Executive, the approbation of Cardinal Farley was given to Scouting, and the first Scout Troop was organized in St. Patrick's Cathedral Parish in 1912. In 1913, Mr. Ridder was appointed special National Field Commissioner, which marked the beginning of a more active use of Scouting in Catholic parishes. Since 1924, Mr. Ridder has served continuously as a member of the National Executive Board of the Boy Scouts of America.

As early as 1919, Mr. Walter Hook, of the National Catholic War Council, incident to a visit to Rome, and with the support of Cardinal Gibbons, secured a letter of endorsement from the Vatican. This letter was addressed to Mr. Michael J. Slattery, National Catholic War Council, Washington, D. C., and was signed by the Secretary of State, of the Vatican.

Mr. Slattery, of the National Catholic War Council, which later became the National Catholic Welfare Conference, and the Reverend John F. White, who was appointed to this work by Cardinal Hayes, and who with a staff of field workers in the employ of the National Catholic Welfare Conference, organized hundreds of Boy Scout Troops in Catholic parishes, along the Atlantic Seaboard from Boston to Richmond, during the period 1919 to 1922.

In 1923, the Knights of Columbus adopted Scouting as their official program for boys twelve to fifteen years of age, and engaged as the Director of their boys' work, Brother Barnabas, who had been active in getting the approval of the Catholic hierarchy for the Boy Scouts of America.

Brother Barnabas visited every Bishop in all the Dioceses from Coast to Coast. He established Scouting Courses at Notre Dame, Indiana, also at the Catholic Summer School at Cliff Haven, New York, at St. Edward's College, Austin, Texas, at St. Joseph's College, St. Paul, Minn., and in several other colleges in the West.

He conducted Boyology Institutes in the principal cities of America and stimulated thousands of Catholic

laymen to volunteer their services for all kinds of boy work. Scouting always drew a large quota of these volunteers, and Troops under Catholic leadership increased to approximately 1,200, in 1928.

Brother Barnabas and Mr. Victor F. Ridder developed a Catholic Committee on Scouting under the honorary Chairmanship of His Eminence, Cardinal Hayes, of New York City. Bishop Joseph H. Conroy, of Ogdensburg, was the Chairman of this Committee. This Committee published, in 1926, a very attractive folder on "Scouting for Catholics", which included suggestions for organizing Troops under Catholic leadership, and a very clear statement of the policies of the Boy Scouts of America, with quotations from the message of the Pope to 10,000 Scouts, who had visited Rome in the fall of 1925.

The Catholic Committee distributed upwards of 25,000 copies of this little folder among the priests and lay organizations of the Church.

In April 1929, Brother Barnabas passed on to his reward, leaving his work under the general oversight of the Supreme Council of the Knights of Columbus.

During these years, a general plan for Scouting expansion under Catholic leadership was being evolved out of our experience in America, and also out of the experience of the British Scout Association with the Catholic Church in England, under the approbation and generous support of Cardinal Bourne.

In 1930, Bishop Bernard J. Sheil, of Chicago, following the approval of Cardinal Mundelein, initiated a Catholic Youth Program using Scouting as the foundation, which has since grown to very large proportions. There were on June 30, 1936, three hundred and ten Scout Troops in the Archdiocese of Chicago, and the Catholic Youth Program reaches tens of thousands of Catholic boys and young men.

In October 1931, Bishop Francis C. Kelley, of Oklahoma City, succeeded Bishop Conroy as Chairman of the Catholic Committee on Scouting. Under his leadership, the Catholic Committee was extended to include

ten Bishops and five Archbishops. Cardinal Hayes graciously consented to serve as Honorary Chairman of the reorganized Committee.

At the turn of the quarter-century, a comprehensive plan of cooperation was developed, which recognizes the authority of the Bishop of the Diocese and the responsibility of the Pastor of the Parish, for general supervision of all work among Catholic boys in the Diocese and in the parish. To make the plan effective, Diocesan Scout Chaplains have been appointed in most of the Dioceses, and Catholic Lay Committees are in process of development in each of the Dioceses. The function of the Diocesan Lay Committee is to help the Diocesan Scout Chaplain mobilize Catholic lay organizations, and also to help the Local Scout Councils to provide Scout Troops under parish supervision in order to serve Catholic boys in the parish.

Members of the Diocesan Lay Committee usually serve on the Local Council Executive Board of the Councils in the Diocese, and the work is very definitely integrated with the entire program of the Local Council of the Boy Scouts of America.

The Diocesan Scout Chaplain provides distinctly Catholic features to spiritualize the Scout Program under Catholic leadership, and he also helps the pastors, within the Diocese, to integrate the Scout Program with their own comprehensive parish program for youth.

The Chief Scout Executive, in presenting this plan to the National Executive Board in March 1933, made the following statement:

"Here is one of the most far-reaching plans of cooperation that has been developed by the leaders of any Church, cooperating in the Boy Scout Program, and one of the most significant plans for reaching the boyhood of America that has ever been formulated."

The Catholic Committee on Scouting, in 1933, appointed Rev. Dr. Edward Roberts Moore, National Director, Mr. Victor F. Ridder, Treasurer, and Mr. William J. Campbell, Chairman of the Laymen's Committee.



"A Scout Is Reverent."

The Annual Report of Progress shows 1,792 Catholic Troops on June 30, 1933; 1,928 Troops, June 30, 1934; 2,317 Troops, June 30, 1935; 2,781 Troops, June 30, 1936. These gains are rather uniformly spread over 82 Dioceses.

Funds for this work are made available by contributions from the several Dioceses on the basis of \$1.00 for each Troop in the Diocese. These funds are not con-

tributed by the Troops, but by the members of the Catholic lay organization, or out of the funds of the Diocese, and at the discretion of the Bishop.

The Jewish Group

While many Jewish congregations were using Scouting since its origin in America, coordinated effort, to provide Scouting among Jewish institutions, came with the development of the Jewish Committee on Scouting, in 1925 and 1926, under the leadership of Mr. Mortimer L. Schiff, and Dr. Cyrus Adler, and with the valued cooperation of Mr. Harry L. Glucksman, of the National Jewish Welfare Board.

This Committee included representatives from the United Synagogue of America, the Union of Orthodox Jewish Congregations, the Union of American Hebrew Congregations, the Central Conference of American Rabbis, the Jewish Welfare Board, the National Association for Jewish Community Center Secretaries, the National Federation of Temple Brotherhoods, the Rabbinical Assembly of the Jewish Theological Seminary, the Independent Order of B'nai B'rith, Young Judea, and Young People's League of the United Synagogue in America.

In 1928, this Committee opened an office at 71 West 47th Street, New York City, and engaged Mr. Philip W. Russ as its director. A very attractive folder, entitled "Scouting and the Jewish Boy", was developed to present the Scout Program and the Jewish point of view. There is also a small folder in Yiddish and English, which explains the fundamental policies of Scouting.

Kosher kitchens were established in Scout camps in New York, Pennsylvania, Ohio, and Illinois. This provision enabled Jewish boys, of Orthodox groups, to fulfill their religious obligations in the spirit of the Twelfth Scout Law.

In 1935, the Jewish Committee sponsored the organization of a Greater New York Jewish Committee, under

the Chairmanship of Mr. Frank L. Weil. The function of this Committee is to mobilize the Jewish organizations, in the five Boroughs of New York City, for a more general development of Scouting, in their work with Jewish boys.

Among the National groups, the most active has been the B'nai B'rith, encouraged and stimulated by its junior order of Aleph Zadik Aleph.

Funds for this work were made available by Mr. Mortimer L. Schiff, Mr. Paul Felix Warburg, Mr. John M. Schiff, Mr. Edgar Bamberger, other members of the Committee, and by special grants from the Nathan Hofheimer Foundation and the New York Foundation.

Distribution of Church Troops

| At the close of 1917 | | At the close of 1936 | |
|----------------------|---------------|---------------------------|---------------|
| Churches | No. of Troops | Churches | No. of Troops |
| Baptist | 719 | Methodist | 3,359 |
| Catholic | 224 | Presbyterian | 2,094 |
| Christian | 334 | Roman Catholic | 1,922 |
| Congregational | 713 | Baptist | 1,742 |
| Episcopal | 552 | Congregational and | |
| Jewish | 58 | Christian | 1,140 |
| Lutheran | 166 | Latter Day Saints— | |
| Methodist | 1,964 | Y.M.M.I.A.—Mormon | 1,019 |
| Mormon | 159 | Protestant Episcopal | 974 |
| Presbyterian | 1,057 | Lutheran | 691 |
| Reformed | 152 | Evangelical | 478 |
| Other Churches | 735 | Disciples—Christian & | |
| YMCA | 461 | United Brethren | 377 |
| YMHA | 25 | Jewish | 347 |
| | | Reformed | 290 |
| Total | 7,319 | Combined Churches | 112 |
| | | African Methodist | |
| | | Episcopal | 68 |
| | | Universalist | 31 |
| | | Unitarian | 27 |
| | | Salvation Army | 23 |
| | | (1) Other—less than | |
| | | 10 each | 901 |
| | | Total | 15,595 |

General Summary

The number of Scout Troops in Churches and Religious Bodies, has grown continuously through the years. In 1912, there were 2,689 Troops. The number doubled in four years to 5,421, in 1916. By 1922, it had doubled again and reached 10,803. For 1930, the Church Troops numbered 13,161, and this figure reached a new high total of 15,595 in 1936.

In the early days, the Protestant Churches had most of the Scout Troops. The Catholic and Jewish groups have been more active in recent years. Their Troops are becoming more nearly proportionate to their respective populations.

These figures do not reveal the cooperation of many Churches, in smaller communities, throughout the country where, because of the size of the population and other conditioning circumstances, only one Troop is established. In such cases the various local Churches join in the sponsoring of a Troop on a community basis and render invaluable aid to the program in so doing.

There are obviously many other services, rendered by Churches all over the country, which cannot be tabulated specifically in terms of Troop organization.

Keeping the Faith

Thus the record indicates that Scouting in America has kept faith with the fundamental tradition of our national life, that we are a God-fearing people and that each citizen has the freedom to worship his God according to the dictates of his own conscience and the teaching of his fathers. We are a people of inheritance. We came from the loins of God-fearing men who, for the sake of their religious convictions could brave the seas, face a relentless wilderness and endure the severe winter of the North Atlantic Coast.

It is significant that, in this modern day, there is a great Movement among the youth of the land which is



1929 World Jamboree Camp at Arrowe Park, England.

dedicated to the preservation of this high tradition and it augurs well for the future of our country that men in high places should recognize this fact.

In 1930, there gathered in the capital a great convocation of the leaders of youth for the second White House Conference on Child Health and Protection. The Chief Scout Executive was Chairman of the Section on "Youth Outside the Home and School." Many leaders of Scouting were present—among them Dr. John H. Finley, a member of the National Executive Board of the Boy Scouts of America, who was appointed on a Committee to draft the historic "Children's Charter", which issued forth from the Conference. Dr. Finley offered the following clause in the construction of the Charter which in the first draft was adopted as the Twelfth Article.

"For every child, spiritual and moral training to help him to stand firm under the pressure of life."

The preliminary draft of the Charter was then sent to the White House for the President's review and approval. It was returned the next day to the committee, and Dr. Finley records his personal interest when he

examined the manuscript to see what change if any had been suggested by the President with reference to the Twelfth Article. To his amazement he found that it was no longer there. He could not reconcile this apparent deletion, with his personal knowledge of the President's interest in the Spiritual values.

Then he read the entire text of the Charter and saw what had happened. President Hoover advanced this guarantee of spiritual and moral training from its subordinate position as the Twelfth Article to the major position of the very First Article in the Children's Charter. It was a beautiful tribute to religion from the Chief Executive of the United States. It was symbolic of the American tradition which Scouting is carrying on.

To that high purpose, as the history of the Boy Scouts of America reveals, the leadership of our Movement has dedicated itself. Its spirit is expressed in the beautiful song of the Scoutmaster:*

Our Father in Heaven above us, we ask thee
For guidance in our daily task.
May virtue and manhood stand strongly amongst us;
To Thee we give all of our thanks.
The Scout Oath, the Scout Law,
Their lessons unfolding
To our youth in numbers untold.
Our Motto; our "Good Turn";
May we live and teach it,
Great Spirit of Scouting, we pray!

* Sung to the tune of "Marcheta."



CHAPTER XXIII

World Scouting

The sun never sets on the Boy Scout nor on his "Good Turn" and cheerful smile. The Scout Oath and Law, with slight verbal variations in different countries, are known the world around. Scouting has been organized in practically every country in the civilized world excepting Russia, Italy and Germany. In these countries Scouting has been supplanted in name and aims, in each case, by local youth movements with highly nationalistic aims, and intimately related to the existing form of dictatorship or government. In earlier years, these countries all had their Scout Movements, identified with the International Scout Bureau.

Scouting Promotes World Peace

Scouting has been adjudged one of the most potential factors in the promotion of world peace. The total active world membership in 1935 was 2,472,014. More than seventy-three different nationalities have adopted the Scout program for their youth. Forty-three national Scout organizations were registered and affiliated with the International Bureau in London, at the beginning of 1936.

Scouting has promoted international good-will and friendship, by emphasizing those points which nations have in common, not their differences. The Scout Program was based upon activities that were fundamental to boyhood the world around, because they were fundamental to the human race. Camping and life in the open has attracted all boys, regardless of the language they spoke. There have been Scout Troops in Alaska

and in India, in Wausan, China and in Czechoslovakia—all carrying on the same basic kind of program—all striving toward and dedicated to the same general ideals of useful living and friendliness.

Cooperation with Other Lands

Our Movement in the United States has kept up a close relation with Scouting in other lands. One deep reason for this has been that as a nation we have been much interested in other peoples, due to their representation in our own citizenry—millions having migrated here from all parts of the world.

In the first two years of Scouting here, Belgium was given permission to copy our literature and similar courtesies have been extended to a dozen other lands.

Our literature records our own debt to Baden-Powell and the ideas of English Scouting, which Wm. D. Boyce brought to us.

The numerous visits of Baden-Powell, brought hither by generous Scouters, have been an inspiration and a challenge. Even as time stealthily creeps up to stalk the Chief Scout, the more than fourscore years have not dimmed his deep interest in youth—not alone in the British Empire, but youth everywhere.

Other Recent Visitors

Hubert Martin, Director of the International Bureau and Head of the British Passport Service, brought counsel and cheer and fellowship at the Cornell University Conference in 1928.

Lord Hampton, at the Memphis meeting, where Mr. Mortimer L. Schiff was elected National President, also brought a message of Scout brotherhood to American Scouters from their British brothers. A few dozen Scouters from this country have had the privilege of taking the Gilwell courses in England.

Also, most of the National Staff directors of services have visited Scouters and Scouting abroad, observing carefully while building for closer friendships.



(L. to R.) Wilder, Guerin-Desjardins, Gidney, West, Hubbard, Stiles, Barclay.

At the Blue Ridge National Training Conference of Scout Executives, 1922.

Visits have been enjoyed here from Scouters from most of the other countries in the past two decades. These have included the six months service of Capt. Francis Gidney of England, made possible by Walter W. Head and Clarence H. Howard, at the same time that the visit of, J. Guerin-Desjardins, of the Eclaireurs Unioniste of France, was arranged by Miss Anne Morgan and Mrs. Anne Dike. Major and Mrs. M. D. Mawe, Sir Alfred Pickford and Col. G. Walton of the British Headquarters made helpful visits. From our near neighbor Canada, John Stiles, Canadian Commissioner, Brother Barnabas of Toronto, Frank Irwin and Frank Saunders—from Hungary have come Count Paul Teleki, Dr. Victor Hermann, Dr. F. M. De Molnar. Count Yosinori Hutara, head of the Scout Movement in Japan, and Commissioner Eric Booth of Australia have brought us friendly greetings from the Far East. From South America came Senor Carlos L. Pacanin of Venezuela, Senor Alvaro Vicencio of Chile and Dr. Gustavo Joy of

Cuba. Hsu Kwan Yu, Executive Secretary of the Chinese Scouts spent some time in the office studying our Scouting Methods. Last year a Troop of French Scouts under the leadership of Commissionaire Paul Coze and Abbe Ramondot, of Paris paid us a visit incident to the Jacques Cartier Celebration in Canada. They camped at the Schiff Reservation. These are but a few of many kindly hands from across the seven seas.

The World Jamborees

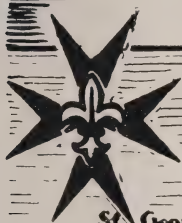
Of course the great occasions of world Scouting are the World "Jamborees", with their far flung friendships reaching into tomorrow. The first World Scout Jamboree was held in Olympia, London, in 1920. There were 1,500 Scouts from 37 countries. The Boy Scouts of America sent over a group of 301 Scouts, from 103 Councils, in 34 states, with 55 adult leaders.

The Second Jamboree was held in Copenhagen, Denmark, in 1924. Six thousand boys gathered in a huge camp outside the city. The Boy Scouts of America were represented by fifty-six Scouts known as the Jamboree Troop and selected on the basis of merit. It was following this Jamboree that it was decided to hold all future events of this kind on the basis that eliminated any competition between the nations and only featured friendly demonstrations of Scoutcraft.

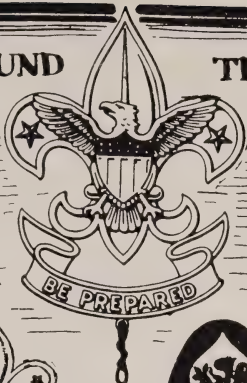
The Third World Jamboree took place at Arrowe Park in England, in 1929. It celebrated Scouting's coming-of-age. Over fifty thousand boys, representing more than seventy-three different lands, were in camp—a gathering of youth which, both in size and in purpose, was unparalleled in history. The American delegation numbered 1,300. It was on this occasion that Mr. Mortimer L. Schiff presented to the Prince of Wales, for the British Boy Scout Association, a gift of 10,000 pounds (\$50,000.) "to be utilized * * to further international friendship by such means as may be determined by Sir Robert Baden-Powell." Mr. Schiff further requested that it be named, not after him, but be called the "International Friendship Fund established August 1, 1929."

SCOUTS AROUND

THE WORLD



St. George
Austria



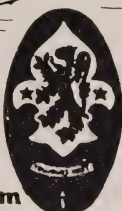
Austria



Albania



Argentine



Belgium
B.P. Scouts



B.S. de Belgium



Brazil



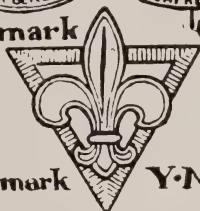
Denmark
DDS



Chile



Bulgaria



Denmark
Y.M.C.A.



Finland
F.S.



Egyptian



Eastonia

The B. S. A. and Other Scout Badges.

The Fourth World Jamboree took place at Gödöllő, Hungary, in 1933. 21,000 Scouts from 46 lands participated. The American contingent comprised 402 persons, formed into ten Jamboree Troops.

International Scouter Conferences

Incident to the first Jamboree in London, in 1920, occurred the first International Scout Conference, a gathering of representatives from different Scout organizations, for the purpose of promoting Scouting on an international basis. The Boy Scouts of America were represented by John M. Philips, Bolton Smith and James E. West. A Constitution and By-Laws were developed providing for an International Scouting Committee to be the administrative body between meetings of the Conference. Mr. Mortimer L. Schiff and Dr. James E. West were largely responsible for the development of these. Mr. Schiff was elected International Commissioner of the Boy Scouts of America, a position he held until his death.

The Committee on Foreign Relations, of the Boy Scouts of America, in 1936, consisted of:

Walter W. Head, Chairman
Frank Presbrey*
Theodore Roosevelt
John M. Schiff

The International Committee consists of nine persons, from as many lands. They are charged with the responsibility of supervising the International Bureau. The 1935-1937 International Committee consisted of:

| | |
|-----------------------------|---------------|
| Major W. de Bonstetten..... | Switzerland |
| Lord Hampton, D.S.O. | Great Britain |
| Walter W. Head..... | U. S. A. |
| Count Y. Hutara..... | Japan |
| Major Ebbe Lieberath..... | Sweden |
| Count H. Marty..... | France |
| Rev. H. Moller—Gasmann..... | France |
| Dr. T. Strumillo..... | Poland |
| Count Paul Teleki..... | Hungary |

The International Bureau maintains, at 25 Buckingham Palace Road, London, an office for matters affect-

* Deceased.



Scout Badges in Other Lands.

ing Scouting among the nations and has developed for identifying Scouters who may be traveling, an international introduction document in two languages, French and English.

At the Second International Conference at Paris, in July, 1922, we were represented by Hon. Myron T. Her-
rick, Walter W. Head, Clarence H. Howard, James E. West and Lorne W. Barclay.

At the Third, which was held in Copenhagen in August, 1924, the American delegation included Mortimer L. Schiff, Milton S. McRae, Dr. George J. Fisher and William C. Wessel.

This Conference decided that future Jamborees would eliminate prize competitions and put on friendly demonstrations of Scouting instead. Another outcome of the Conference was the sending to South America of J. D. Makgill of Great Britain and A. D. Jamieson of Detroit who spent three months interpreting Scouting to the leaders in Brazil, Uruguay, Paraguay, Argentina, Chile, Bolivia, Peru, Ecuador, Colombia, Venezuela and Panama.

The Fourth Conference came in August 1926, and was held at Kandersteg, Switzerland. Our delegates were Frank Presbrey, Milton A. McRae, John A. McGregor, James E. West, E. S. Martin and E. W. Beckman. Mr. G. W. Olmsted and Mr. E. S. Budell were also present and helpful.

The Fifth of these Conferences was convened at Birkenhead, England, in August 1929. Our group was made up of Mortimer L. Schiff, Frank Presbrey, G. Barrett Rich, G. W. Olmsted, Howard F. Gillette and James E. West.

The sixth met in Vienna in July 1931. From the Boy Scouts of America there were Barron Collier, G. W. Olmsted, Robert S. Hale and James E. West.

The Seventh Conference came in August 1933, at Gödöllő in Hungary. We had six representatives—Col. H. D. McBride, Fred H. Bosbyshell, Dr. Philip D. Bookstaber, Oscar A. Kirkham, Stuart P. Walsh and Dr. James E. West.



East Meets West at Jamborees.

The Eighth and most recent was held in Stockholm, Sweden, in August of 1935. Our delegation consisted of Walter W. Head, Clifton Lisle, Philip Emerson, Robert S. Hale, Dr. P. D. Bookstaber and Thomas J. Keane. The Ninth will be held in Holland in the summer of 1937.

Inter-Racial Scouting

Related indirectly but significantly to world Scouting, is the important work that the Boy Scouts of America has developed in connection with Inter-Racial Scouting. Under the leadership of the late Mr. Bolton Smith, formerly Vice-President of the Boy Scouts of America, in every Southern State and in every large Southern city, Scout Troops of Negro boys have been organized. Negro leaders have eagerly availed themselves of training opportunities, so that they might bring the program to the boyhood of their race.

Scouting has become a vital force among American Indian boys. Troops have been organized on Indian

Reservations and in Indian Schools, with marked success, and have met a real need.

Also, there are Scout Troops in Alaska, Puerto Rico, the Canal Zone, Hawaii and the Philippines. America is peculiarly the land of many peoples of numerous languages, cultures and natural traditions. The Boy Scout Movement has become a vital force in bringing together, in constructive activities, the sons of these peoples. In some Scout Troops, there are as many as nineteen nationalities represented in their membership.

Scout World Brotherhood

Scouting has come to be an accepted program for any and all of the various religious, racial and class groups of the boyhood of America and the world. An idea of the sweep of the Scout Brotherhood around the world is given by the following quotation from the 1935 Boy Scouts Year Book of the British Association, giving world figures for 1933-1934—the 26th Annual Report.

National Personnel Roster Boy Scouts of the World

| | Total Population | Scout Membership |
|-----------------------|---------------------|---------------------|
| AFGHANISTAN | 6,330,500 | 352 |
| AMERICA | 137,008,435 | 941,244 |
| ARGENTINE | 11,846,655 | 5,290 |
| ARMENIAN SCOUTS | | 570 |
| AUSTRIA | 8,732,625 | 7,245 |
| BELGIUM | 8,213,449 | 10,230 |
| BRAZIL | 41,079,000 | 3,460 |
| BULGARIA | 6,087,000 | 1,999 |
| CHILE | 4,287,445 | 11,360 |
| COLUMBIA | 8,223,000 | 100 |
| CUBA | 3,763,395 | 1,148 |
| CZECHOSLOVAKIA | 14,729,536 | 21,344 |
| DENMARK | 3,550,651 | 11,302 |
| DOMINICA | 1,200,000 | 1,773 |
| ECUADOR | 2,000,000 | 450 |
| EGYPT | 14,186,898 | 4,005 |
| ESTONIA | 1,119,518 | 2,135 |

WORLD SCOUTING

| | | |
|------------------------|--------------|---------|
| FINLAND | 3,667,067 | 5,962 |
| FRANCE | 41,834,923 | 60,071 |
| GREAT BRITAIN | 485,210,422* | 905,172 |
| GREECE | 6,480,000 | 3,584 |
| GUATEMALA | 2,195,242 | 150 |
| HAITI | 2,550,000 | 430 |
| HOLLAND | 8,061,571 | 13,466 |
| HUNGARY | 108,644 | 419 |
| IRAQ | 2,857,000 | 11,930 |
| JAPAN | 66,317,126 | 39,841 |
| LATVIA | 1,900,045 | 4,840 |
| LIBERIA | 1,750,000 | 322 |
| LIECHTENSTEIN | 10,213 | 60 |
| LITHUANIA | 2,340,038 | 7,550 |
| LUXEMBOURG | 300,748 | 2,272 |
| MEXICO | 16,552,722 | 391 |
| NORWAY | 2,817,124 | 14,590 |
| PANAMA | 467,459 | 56 |
| PERSIA | 9,000,000 | 4,990 |
| PERU | 6,147,000 | 150 |
| POLAND | 32,132,936 | 56,807 |
| PORTUGAL | 6,698,345 | 4,656 |
| ROUMANIA | 18,025,237 | 9,000 |
| RUSSIAN SCOUTS** | | 1,028 |
| SIAM | 12,355,000 | 78,757 |
| SPAIN | 29,616,177 | 7,581 |
| SWEDEN | 6,190,364 | 17,119 |
| SWITZERLAND | 4,066,400 | 13,261 |
| SYRIA | 2,268,150 | 653 |
| YUGOSLAVIA | 13,930,918 | 3,542 |

*British Empire: Includes British Isles, 46,189,206; India, 270,561,353; Australia, 6,623,764; Canada, 10,650,381; British Africa, 50,015,929.

**National Association.

Foreign Units B.S.A.

The Boy Scouts of America has authorized certain Scout Troops and Cub Packs in foreign lands where American Citizens are stationed with their families. These have included Cuba, Mexico, Buenos Aires, and Berlin before the Hitler regime, as well as San Salvador, Guam, Aruba in the Dutch West Indies, Paga Paga in Samoa, Beruit, Syria, Teheran, Persia, in China—Tungchow, Tsingtao, Tientsin, Peiping, T'unghsien, Hopei, Kuling. There are Scout Councils in the Panama

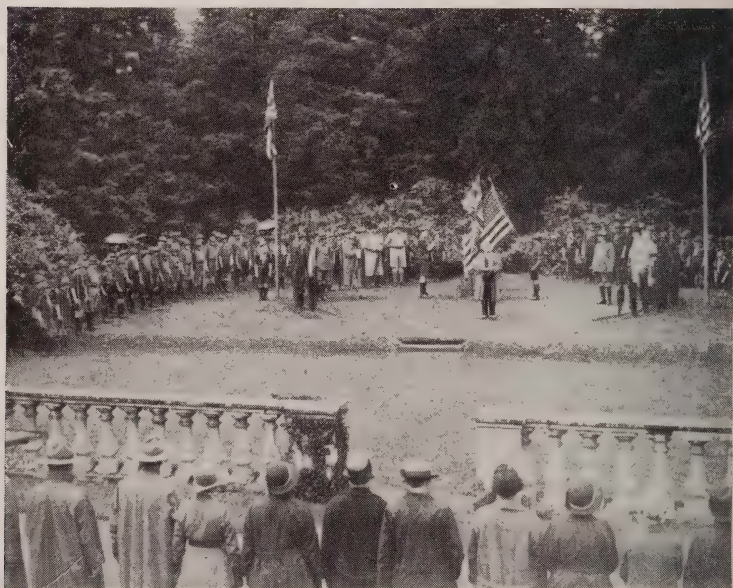
THE HISTORY OF THE BOY SCOUTS OF AMERICA

Canal Zone, Porto Rico and the Virgin Islands, Hawaii, the Philippines. This latter Council has Troops in Shanghai and in Korea as well.

Jamboree Visitors

Despite the cancellation of the Washington Jamboree, a great many Scouts and Scouters from other lands visited us in the summer of 1935. Troops from China, the Philippines, South America and many European countries came as follows:

Aruba, D. W. I., France, China, India, Hungary, Chile, Netherlands, Japan, Cuba, Roumania, St. Vincent, Belgium, Bahamas, Venezuela, Philippines, Hawaii—Hilo, Maui, Honolulu—Ambassadors of friendliness and good-will.



Ambassador Houghton speaking at Gilwell at presentation of Bronze Buffalo in Memory of the Unknown Scout whose Good Turn brought Scouting to America. H.R.H. The Prince of Wales accepted it.

PART V

Appendix

| | PAGE |
|--|------|
| A—NATIONAL PERSONNEL ROSTER | 545 |
| B—COMPARISON OF BRITISH AND AMERICAN REQUIREMENTS | 557 |
| C—INDEX | 561 |



"On my Honor I will do my best—

To do my duty to God and my country and to obey the Scout Law.

To help other people at all times.

To keep myself physically strong, mentally awake, and morally straight."



APPENDIX

A

National Personnel Roster

The history of a Movement is a record of its personnel—it can be no greater than its men. In an educational enterprise like Scouting, outcomes are limited by the man and boy leadership. Upon their own quality hinges the quality of the larger results of their work.

There are three groups of national leaders which have played determining parts in the upbuilding of Scouting. These are the National Executive Board, the National Council and the National Staff, which latter includes the Regional Executives.

In this chapter is recorded:

- (1) A roster of the Executive Board from 1910 to 1935,
- (2) The National Council membership in 1935, and
- (3) A roster of the National Staff from 1910 to 1935.

The Executive Board and National Staff rosters are built around functions, recording those who have successively handled those duties.

National Executive Board Roster

1910—1937

| <i>Honorary Presidents</i> | <i>Years</i> | <i>State</i> |
|----------------------------|--------------|--------------|
| Franklin D. Roosevelt | 1933- | New York |
| Herbert Hoover | 1929-1932 | California |
| Calvin Coolidge | 1923-1928* | Vermont |
| Warren G. Harding | 1921-1923* | Ohio |
| Woodrow Wilson | 1913-1920* | Virginia |
| William Howard Taft | 1910-1912* | Ohio |

THE HISTORY OF THE BOY SCOUTS OF AMERICA

Honorary Vice-Presidents

| | | |
|----------------------|------------|------------|
| Herbert Hoover | 1932- | California |
| Colin H. Livingstone | 1923- | D. of C. |
| Daniel Carter Beard | 1916- | New York |
| William G. McAdoo | 1920- | California |
| Calvin Coolidge | 1929-1933* | Vermont |
| Woodrow Wilson | 1921-1924* | Virginia |
| William Howard Taft | 1913-1930* | Ohio |
| Theodore Roosevelt | 1911-1917* | New York |

National Scout Commissioners

| | | |
|-----------------------|-----------|-------------|
| Daniel Carter Beard | 1910- | New York |
| William Verbeck | 1910-1912 | New York |
| Peter S. Bomus | 1910-1912 | New York |
| <i>Chief Scout</i> | | |
| Ernest Thompson Seton | 1910-1914 | Connecticut |

International Commissioner

| | | |
|--------------------|-----------|----------|
| Mortimer L. Schiff | 1922-1931 | New York |
|--------------------|-----------|----------|

Presidents

| | | |
|-------------------------------|-----------|---------------|
| Walter W. Head | 1931- | Missouri |
| Mortimer L. Schiff (2 months) | 1931* | New York |
| Walter W. Head | 1925-1931 | Nebraska |
| Milton A. McRae | 1925* | Michigan |
| James J. Storrow (Mar.) | 1925* | Massachusetts |
| Colin H. Livingstone | 1910-1924 | D. of C. |

Vice Presidents

| | | |
|----------------------------|------------|----------------|
| John Sherman Hoyt | 1926- | New York |
| Frank Presbrey | 1931-1936* | New York |
| Stuart W. French | 1932- | California |
| Bolton Smith | 1924-1935* | Tennessee |
| Charles C. Moore | 1923-1931 | California |
| Mortimer L. Schiff | 1916-1931* | New York |
| Clarence H. Howard | 1930-1931* | Missouri |
| Milton A. McRae 1911-1924; | 1926-1929* | Michigan |
| Walter W. Head | 1923-1925 | Nebraska |
| Benjamin L. Dulaney | 1911-1925 | Tennessee |
| Arthur Letts | 1916-1922 | California |
| Harold McCormick | 1920 | Illinois |
| Robert J. Thorne | 1916-1919 | Illinois |
| A. Stamford White | 1912-1917* | California |
| David Starr Jordan | 1911-1915 | North Carolina |
| F. L. Seely | 1912-1914 | |

Chief Scout Executive

| | | |
|-------------------|-------|-------------------------|
| Dr. James E. West | 1911- | New York and Washington |
|-------------------|-------|-------------------------|

Secretary of the Board

| | | |
|-------------------|-------|----------|
| E. M. Robinson | 1910. | New York |
| John L. Alexander | 1910. | New York |

NATIONAL PERSONNEL ROSTER

Deputy Chief Scout Executive

Dr. George J. Fisher 1919- New York

Treasurer

Lewis Gawtry 1935- New York

George D. Pratt 1910-1935* New York

*Deceased.

National Executive Board for 1936-1937

(With the year when first elected)

| | | | |
|---------------------|-------------|--------------------|------------|
| Cyrus Adler | 1929 Pa. | Byrnes MacDonald | 1934 N. Y. |
| L. W. Baldwin | 1930 Mo. | W. C. Menninger | 1935 Kans. |
| Frank A. Bean | 1935 Minn. | Wm. D. Murray | 1910 N. J. |
| Daniel Carter Beard | 1910 N. Y. | Eugene D. Nims | 1933 Mo. |
| Cary W. Bok | 1934 Pa. | Geo. W. Olmsted | 1932 Pa. |
| Wm. J. Campbell | 1934 Ill. | E. W. Palmer | 1936 Tenn. |
| Barron Collier | 1923 N. Y. | Reg. H. Parsons | 1935 Wash. |
| Chas. E. Cotting | 1926 Mass. | John M. Phillips | 1919 Pa. |
| William H. Cowles | 1929 Wash. | Philip L. Reed | 1929 Ill. |
| Alfred W. Dater | 1917 Conn. | G. B. Rich | 1914 N. Y. |
| Marshall Field | 1929 N. Y. | Victor F. Ridder | 1924 N. Y. |
| John H. Finley | 1921 N. Y. | Theodore Roosevelt | 1919 N. Y. |
| Stuart W. French | 1929 Calif. | Paul W. Schenck | 1932 N. C. |
| E. K. Fretwell | 1933 N. Y. | John M. Schiff | 1933 N. Y. |
| Lewis Gawtry | 1919 N. Y. | George A. Smith | 1932 Utah |
| Howard F. Gillette | 1927 Ill. | Robert P. Sniffen | 1922 N. Y. |
| Walter W. Head | 1919 Mo. | Chas. L. Sommers | 1922 Minn. |
| Frank G. Hoover | 1929 Ohio | Daniel A. Tobin | 1926 N. Y. |
| Amory Houghton | 1935 N. Y. | John P. Wallace | 1926 Ia. |
| John Sher. Hoyt | 1910 N. Y. | Thomas J. Watson | 1932 N. Y. |
| Harry C. Knight | 1934 Conn. | Mell R. Wilkinson | 1922 Ga. |
| C. H. Livingstone | 1910 D. C. | F. W. Wozencraft | 1929 N. Y. |

Former Members of the Executive Board

(Prior to 1937)

| | | | |
|---------------------|-----------|---------------------|-----------|
| Bruce Barton | 1929-1935 | Arthur Letts | 1917-1923 |
| Col. E. P. Bicknell | 1913-1919 | Harold F. McCormick | 1920. |
| Col. Peter S. Bomus | 1910-1912 | Milton A. McRae | 1910-1930 |
| Henry Bruere | 1931-1934 | Charles C. Moore | 1923-1932 |
| Newcomb Carlton | 1923-1929 | Charles P. Neill | 1910-1926 |
| Robert K. Cassatt | 1929-1931 | John Nicholson | 1916-1918 |
| Benj. L. Dulaney | 1910-1924 | Kenneth O'Brien | 1929-1934 |
| Fred J. Fisher | 1929-1934 | George W. Perkins | 1920. |
| Robert Garrett | 1912-1919 | George D. Porter | 1912-1931 |
| Charles F. Glore | 1925-1927 | George D. Pratt | 1910-1935 |
| George W. Goethals | 1921-1923 | Frank Presbrey | 1910-1936 |
| Lee F. Hanmer | 1910-1915 | E. M. Robinson | 1910-1914 |
| Dr. Charles D. Hart | 1916-1917 | Mortimer L. Schiff | 1910-1931 |
| Hon. M. T. Herrick | 1919-1926 | F. L. Seely | 1912-1915 |

THE HISTORY OF THE BOY SCOUTS OF AMERICA

| | | | |
|------------------------|-----------|--------------------|-----------|
| Parmely W. Herrick | 1929-1933 | Ernest Thompson | |
| George W. Hinckley | 1910-1916 | Seton | 1910-1914 |
| Clarence H. Howard | 1922-1931 | Bolton Smith | 1918-1935 |
| Franklin C. Hoyt | 1915-1917 | Lorillard Spencer | 1912-1914 |
| Charles C. Jackson | 1912-1918 | James Jackson | |
| Dr. Jeremiah W. Jenks | | Storrow | 1919-1926 |
| | 1910-1929 | Seth Sprague Terry | 1910-1913 |
| Dr. David Starr Jordan | | Robert J. Thorne | 1916-1919 |
| | 1910-1916 | Col. Wm. Verbeck | 1910-1912 |
| Frederic Kernochan | 1929-1937 | A. Stamford White | 1912-1917 |

The National Staff Roster

Chief Scout Executive

Dr. James E. West 1911-

Executive Secretary

Edgar M. Robinson 1910. John L. Alexander 1910.

Deputy Chief Scout Executive

Dr. George J. Fisher 1919-

Secretary to the Chief Scout Executive

E. H. Vitalius 1919- A. C. Olson 1914-1918

(Asst. Secy. 1917-1918)

Assistant Secretary to the Chief Scout Executive

Thomas J. Murphy 1928-

(Secy. to Chief Sea

Scout 1917-1927)

Assistant to the Chief Scout Executive

Policies, Standards, Statistics

Geo. W. Ehler 1930- A. C. Olson 1919-1920

(Director of Statistics

since 1921)

Comptroller

F. S. Pease 1926- William Bliss 1918-1920

A. R. Philbrick 1921-1926,

Cashier

A. E. Perelson 1914- Louise B. Gachus 1910-1914

(Asst. Cashier 1911-1914)

Director—Division of Program

E. Urner Goodman 1931- Assistant to Director

Director of Publications Chester B. Eaton 1935-

Director of Editorial Department

E. S. Martin 1915- George H. Merritt 1911-1913

(Part time 1910-1914)

Editor of Scouting

E. S. Martin 1927-

(Editor Scoutmastership

Notes [1923-1926])

W. B. Ashley 1921-1926 Geo. M. Murray, Asst. 1918-1919

(Acting Editor 1918)

W. P. McGuire 1914-1916

NATIONAL PERSONNEL ROSTER

Editor of Scouting (Continued)

| | | | |
|--------------------|-----------|---------------------|-------|
| Clark E. Schurman | 1919-1920 | F. J. Patten, Asst. | 1914. |
| W. Armstrong Perry | 1917-1918 | | |

Assistants to the Director of Publications

| | | | |
|----------------------|-----------|------------------|-----------|
| Mabel R. Greene | 1922- | George Gladden | 1918. |
| Alicia Hemler | 1929- | Charles H. Mills | 1922. |
| G. W. Goddard, Jr. | 1926- | Leonard Rossell | 1926-1931 |
| Remington Schuyler | 1934- | W. B. Ashley | 1915-1926 |
| William Hillcourt | 1926- | J. E. Brockway | 1926-1928 |
| David R. Martin, Jr. | 1937- | M. P. Chalmers | 1926-1928 |
| G. S. Ripley | 1930-1931 | E. F. Reimer | 1926-1928 |
| John A. Ghegan | 1931. | H. R. Alpaugh | 1928. |
| F. Taylor | 1929. | John R. Boardman | 1919. |
| C. Lopez | 1928-1929 | Orrin Simmons | 1919. |
| C. F. Elliott | 1926. | Ashley Nagle | 1919. |

Director of Education

| | |
|------------------------------|-----------|
| Dr. Ray O. Wyland..... | 1930- |
| (Act. Dir. 1925-1929) | |
| Dr. H. W. Hurt (Acting)..... | 1924-1925 |
| Lorne W. Barclay..... | 1916-1924 |

Director of Relationships

| | |
|------------------------------|-------|
| Dr. Ray O. Wyland..... | 1922- |
| (Asst. Philip W. Russ 1932-) | |

Director of Training

| | |
|---------------------|-------|
| Gunnar H. Berg..... | 1936- |
|---------------------|-------|

Director of Mortimer L. Schiff Reservation

Judson P. Freeman

Director of Professional Training

| | |
|--|-----------|
| Judson P. Freeman..... | 1925-1936 |
| (Asst. Dir. Gunnar H. Berg, 1926-1929) | |

Director of Volunteer Training

| | |
|---------------------|-----------|
| Gunnar H. Berg..... | 1930-1936 |
| (Asst. 1926-1929) | |

Assistant to Director of Education

| | |
|-----------------------|-------|
| Charles F. Smith..... | 1933- |
| (Part time 1920-1932) | |

Director of Public Relations

| | |
|---------------------------------------|-------|
| Leslie C. Stratton..... | 1936- |
| (Asst. Director, Jean N. Bell, 1937-) | |

Director of Publicity

| | |
|--|-----------|
| E. S. Martin, Acting..... | 1935-1936 |
| (Part time Asst. F. N. Robinson) | 1935-1936 |
| F. N. Robinson..... | 1926-1935 |
| Asst. August Horowitz..... | 1932- |
| " Ralph Philo | 1931. |
| " R. M. Lombardi..... | 1926-1929 |
| E. S. Martin, Acting..... | 1920-1925 |
| Edward Pierce Hulse..... | 1917-1919 |

THE HISTORY OF THE BOY SCOUTS OF AMERICA

| | |
|--|-------------|
| Special—W. W. Young..... | 1917-1918 |
| " —N. F. Thompson..... | 1918. |
| James H. Beard..... | 1916. |
| John Price Jones (Literary Secretary)..... | 1911-1912 |
| <i>Director Research and Program Development</i> | |
| Dr. E. D. Partridge..... | 1935-1937 |
| (Asst. to G. W. Ehler 1928-1934) | |
| Dr. H. W. Hurt..... | 1926-1934 |
| (Special research and writing with various titles) | { 1935- |
| | { 1922-1925 |
| | { 1919-1920 |
| <i>Director Reading Program</i> | |
| Chief Scout Librarian, F. K. Mathiews..... | 1913- |
| Acting Director, F. N. Cooke, Jr..... | 1927- |
| Franklin K. Mathiews, Dir. and Chief Sc. Librarian.. | 1916-1925 |
| <hr/> <i>Director—Division of Operations</i> | |
| Arthur A. Schuck..... | 1931- |
| Asst. Dir.—Charles N. Miller..... | 1931- |
| Asst. Dir.—Dwight M. Ramsay..... | 1937- |
| Asst. to Dir.—D. W. Lawrence..... | 1931- |
| Asst. to Dir.—Kenneth E. Cook..... | 1935- |
| Administrative Asst.—Harley E. Erb..... | 1937. |
| Sec. to the Division—M. S. Delavan..... | 1931-1937 |
| Van Wyck Williamson..... | 1937- |
| <i>Director Field Department</i> | |
| Dr. George J. Fisher..... | 1919-1930 |
| Asst. Dir.—A. A. Schuck..... | 1922-1930 |
| Asst. Dir.—C. N. Miller..... | 1926-1930 |
| Asst. to Dir.—D. W. Lawrence..... | 1917-1930 |
| W. A. Whiting (Natl. Field Scout Comm.)..... | 1918. |
| Samuel A. Moffat..... | 1911-1917 |
| Natl. Field Com.—W. A. Whiting..... | 1917. |
| Dept. N.F.C.—D. W. Lawrence..... | 1917. |
| " N.F.C.—M. B. Sackett..... | 1914-1917 |
| Harry D. Cross (Pacific Coast)..... | 1914-1917 |
| <i>Director of Camping</i> | |
| L. L. McDonald..... | 1917- |
| Asst.—Harley Erb | 1935. |
| Asst.—James C. Pyle..... | 1930- |
| Asst.—Wm. C. Wessel..... | 1920-1934 |
| Camp Engineer—Harvey A. Gordon..... | 1930-1934 |
| Natl. Dir. Swimming—F. C. Mills..... | 1924-1931 |
| <i>Director of Engineering</i> | |
| Harvey A. Gordon..... | 1935- |
| Ray H. Bryan..... | 1930- |
| <i>Director Health and Safety</i> | |
| Fred C. Mills (Dir. Water Safety—1924-1931)..... | 1931- |
| Assts. — Wm. E. Lawrence 1936- L. W. Hall 1936- | |

NATIONAL PERSONNEL ROSTER

Director Rural Scouting

| | |
|--------------------------|-------|
| O. H. Benson..... | 1926- |
| Asst.—M. V. Lowerre..... | 1928- |

Director Senior Scouting

| | |
|----------------------------|-------|
| Thomas J. Keane..... | 1935- |
| Asst.—Frank W. Braden..... | 1936- |

Director of Sea Scouting

| | |
|----------------------|-------|
| Thomas J. Keane..... | 1927- |
|----------------------|-------|

Director of Cubbing

| | |
|----------------------------------|-----------|
| Wm. C. Wessel..... | 1935- |
| Dr. H. W. Hurt..... | 1928-1934 |
| Asst. to Dir.—C. W. Seamans..... | 1928- |

Director Inter-Racial Scouting

| | |
|----------------------------|-----------|
| Stanley A. Harris..... | 1926- |
| Asst. Dir.—Harley Erb..... | 1932-1933 |
| Asst.—J. A. Beauchamp..... | 1927-1933 |
| Asst.—A. J. Taylor..... | 1929- |

Director of Activities

| | |
|---|-------|
| Lorne W. Barclay (See Director of Education)..... | 1933- |
|---|-------|

Director—Division of Personnel

| | |
|-------------------------------|-----------|
| Harold F. Pote..... | 1931- |
| Asst. Dir.—O. D. Sharpe..... | 1935- |
| Asst. Dir.—Donald Monroe..... | 1931-1935 |
| Asst.—Robert H. Shaffer..... | 1937- |
| Asst.—Russell Freeman..... | 1935-1937 |

Director Personnel Department

| | |
|---------------------|-----------|
| Harold F. Pote..... | 1930- |
| E. A. Stowell..... | 1926-1929 |

Director of Registration

| | |
|--|-----------|
| O. D. Sharpe..... | 1935- |
| Donald Monroe..... | 1929-1935 |
| George W. Ehler..... | 1921-1930 |
| Asst.—Dr. E. D. Partridge..... | 1928-1930 |
| Asst. to Director—John L. Beauduy..... | 1921-1929 |
| Carroll A. Edson..... | 1920. |

Director of Welfare

| | |
|--------------------------------|-----------|
| Mary A. Ryan..... | 1913-1934 |
| Catherine Tormey (Acting)..... | 1934-1937 |

Director—Division of Business

| | |
|--|-----------|
| Earle W. Beckman..... | 1936- |
| Committee and Chief Scout Executive..... | 1934-1936 |
| George D. Porter..... | 1930-1934 |

Director Supply Service

| | |
|---|-----------|
| C. H. Littlejohn..... | 1930- |
| Harold Haddock (Mgr. Credits since 1925)..... | 1922- |
| A. T. Hudson..... | 1929-1931 |
| Milton Weber..... | 1930. |

THE HISTORY OF THE BOY SCOUTS OF AMERICA

| | |
|--|-----------|
| Earle W. Beckman..... | 1925-1929 |
| Asst. Dir.—C. H. Littlejohn..... | 1921-1929 |
| J. Brockway | 1928. |
| Arthur Haddock..... | 1920-1924 |
| J. F. Smith, Acting..... | 1918-1919 |
| Frederick N. Cooke, Jr. (F. G. Smith Asst. Dir.) | 1918-1921 |
| <i>Director Licenses and Royalties</i> | |
| Frederick N. Cooke, Jr..... | 1931- |
| <i>Director of Advertising—Promotion</i> | |
| Mark J. Vignate..... | 1925- |
| <i>Manager Warehouse and Shipping</i> | |
| Frank H. Gisburne..... | 1914- |
| <i>Manager Scout Trading Post</i> | |
| Charles Wendling—New York..... | 1928- |
| John I. Thorpe—New York..... | 1924- |
| Kirkwood Sampson—Chicago | 1923- |
| Theodore Shearer—Chicago | 1923-1924 |
| James McCluskey—Chicago | 1932- |
| Allen T. Hudson—San Francisco..... | 1937- |
| <i>Office Manager</i> | |
| W. C. Crosby..... | 1928- |
| Asst.—E. W. Maxwell..... | 1932- |
| Asst.—Roy Chamberlin..... | 1929-1933 |
| Asst.—John D. McEwen..... | |
| A. S. Bucknam..... | 1917-1929 |
| <i>Director of Printing Purchasing Service</i> | |
| W. W. Hamilton..... | 1929- |
| Asst.—A. E. Schmidt..... | 1930- |
| A. S. Bucknam..... | 1917-1929 |
| <i>Editor BOYS' LIFE</i> | |
| Dr. James E. West—Editor-in-Chief..... | 1933- |
| Daniel Carter Beard—Associate Editor..... | 1912- |
| Franklin K. Mathiews—Associate Editor..... | 1923- |
| Irving Crump—Editorial Director..... | 1934- |
| Asst.—Wm. Hillcourt..... | 1932- |
| Asst.—N. T. Mathiews..... | 1925- |
| Asst.—Evelyn O'Connor..... | 1919- |
| Asst.—F. N. Robinson..... | 1930- |
| Frank Rigney—Art. Editor..... | 1917- |
| Myron M. Stearns—Editorial Director..... | 1930-1933 |
| C. Lopez—Staff Assistant..... | 1931-1933 |
| Hawthorne Daniel—Managing Editor..... | 1923-1924 |
| Gardner P. Coffin—Asst. Editor..... | 1917-1924 |
| Irving Crump—Managing Editor..... | 1917-1922 |
| Franklin T. Mathiews—Editor-in-Chief..... | 1912-1922 |
| W. A. Perry—Associate Editor..... | 1916-1917 |
| Walter P. McGuire—Editor..... | 1913-1915 |

NATIONAL PERSONNEL ROSTER

| | |
|---|-----------|
| Floyd J. Patten—Asst. Editor..... | 1914-1916 |
| Ernest Thompson Seton—Contributing Editor..... | 1912-1914 |
| Edward Cave—Editor..... | 1912. |
| <i>Business Manager—BOYS' LIFE</i> | |
| Paul W. Willson (Adv. Mgr. 1914-1932)..... | 1932 |
| Asst. Adv. Mgr.—V. E. Carroll..... | 1922- |
| Asst. Adv. Mgr.—C. F. Jackson (SCOUTING)..... | 1930- |
| Western Adv. Mgr.—John D. Emrich..... | 1919- |
| Asst. Western Adv. Mgr.—Kirkwood Sampson..... | 1928- |
| Circulation Mgr.—H. F. O'Hanlon..... | 1925- |
| Dir. Field Promotion—L. M. Sandefur..... | 1929-1932 |
| Asst. Adv. Mgr.—G. P. Coffin..... | 1922-1925 |
| Circulation Mgr.—H. M. Clymer..... | 1921-1925 |
| Asst. Adv. Mgr.—William Bliss..... | 1922-1923 |
| Frederick L. Colver (Director of Publications)..... | 1914-1925 |
| Circulation Mgr.—G. G. Livermore..... | 1918-1919 |
| Adv. Manager—A. J. Gibney..... | 1912-1913 |
| Adv. Manager—Joseph J. Lane..... | 1911. |

Roster of Regional Executives

REGION I

| | |
|---------------------------|-----------|
| Donald W. Moyer..... | 1937- |
| Ralph H. Nodine..... | 1928-1937 |
| Wm. E. Severance..... | 1921- |
| H. B. Holbrook..... | 1930- |
| George S. Felker..... | 1929-1930 |
| Harold B. Converse..... | 1924-1928 |
| Frederick H. Keefer..... | 1926. |
| Fred P. Abbott..... | 1924-1925 |
| Henry H. Wilkel..... | 1921-1924 |
| Roy N. Berry..... | 1917-1923 |
| Frederick R. Perrott..... | 1919-1920 |

REGION II

| | |
|--------------------------|-----------|
| Gilbert H. Gendall..... | 1925- |
| L. D. Cornell, Asst..... | 1934- |
| C. W. Gamble, Asst..... | 1929- |
| Charles A. Gammons..... | 1920-1925 |
| Robert W. Giviens..... | 1927-1933 |
| W. Edgar Wiley..... | 1931. |
| W. Fred Dearmin..... | 1930. |
| B. G. Anderson..... | 1924-1926 |
| Edwin J. Mellen..... | 1926. |
| Nobel B. Randel..... | 1920-1925 |
| Elwyn K. Jordan..... | 1924-1925 |
| John Boardman..... | 1919-1920 |

REGION III

| | |
|---------------------|-----------|
| Paul H. Love..... | 1936- |
| Roy F. Seymour..... | 1921-1935 |

THE HISTORY OF THE BOY SCOUTS OF AMERICA

| | |
|-------------------------|------------|
| D. G. Van de Boe..... | 1926- |
| H. G. Nagel..... | 1937- |
| J. Lee Calahan..... | 1930-1935* |
| Charles E. Wood..... | 1925-1930 |
| H. A. Baldwin..... | 1928. |
| Alexander Mitchell..... | 1922-1924 |
| A. A. Schuck..... | 1919-1921 |
| H. A. Gordon..... | 1919. |

REGION IV

| | |
|-----------------------------|-----------|
| C. E. Shriner..... | 1934- |
| Perle L. Whitehead..... | 1936- |
| O. B. Evenson..... | 1936- |
| B. W. Stayton..... | 1934-1936 |
| Chas. E. Wood..... | 1931- |
| Dwight M. Ramsay..... | 1931-1934 |
| H. W. Haun..... | 1928-1933 |
| Perry A. Lint..... | 1926-1930 |
| H. T. Foley..... | 1926-1930 |
| W. C. Haley..... | 1928-1930 |
| George F. Miller..... | 1927. |
| C. E. Carmack..... | 1924-1926 |
| H. H. Hughes..... | 1924-1926 |
| W. R. Sharett..... | 1926. |
| J. P. Freeman (Acting)..... | 1925. |
| M. M. Ammunson..... | 1921-1923 |
| J. M. Butcher..... | 1921-1923 |

Region V

| | |
|------------------------|-----------|
| Harley E. Erb..... | 1937- |
| Harold W. Lewman..... | 1927-1936 |
| Homer E. Bonds..... | 1935. |
| Glenn R. Nordyke..... | 1936- |
| Frank W. Braden..... | 1935. |
| Harley E. Erb..... | 1933-1935 |
| J. V. Dabbs..... | 1930-1933 |
| W. D. Janin..... | 1928-1930 |
| Stanley A. Harris..... | 1917-1926 |
| Harold W. Lewman..... | 1925-1926 |
| James Steere..... | 1919-1920 |
| C. E. Carmack..... | 1921-1923 |

REGION VI

| | |
|--------------------------|-----------|
| W. A. Dobson..... | 1936- |
| Kenneth G. Bentz..... | 1931-1936 |
| Herbert Stuckey..... | 1931- |
| Francis D. Chadwick..... | 1926-1930 |
| Henry F. Sharp..... | 1927-1930 |
| Edwin J. Mellen..... | 1925-1926 |
| C. O. Ward..... | 1926. |
| H. O. Hunter..... | 1921-1926 |

*Deceased.

NATIONAL PERSONNEL ROSTER

REGION VII

| | |
|-----------------------------------|-----------|
| Ralph H. Nodine..... | 1937- |
| Dwight M. Ramsay..... | 1934-1937 |
| C. M. Finnell..... | 1921- |
| A. F. Claude..... | 1927- |
| W. Waldo Shaver..... | 1927- |
| George E. Chronic..... | 1935- |
| Walter M. Kiplinger..... | 1921-1934 |
| C. G. Speer..... | 1925-1931 |
| Bruno Andrews (Sea Scouting)..... | 1929-1930 |
| Edgar M. Sain..... | 1927-1928 |
| Edw. J. Ronsheim..... | 1927. |
| Wilbur J. Adams..... | 1925-1926 |
| E. H. Justice..... | 1926 |
| F. D. Chadwick..... | 1924-1925 |
| H. H. Hughes..... | 1923. |

REGION VIII

| | |
|-----------------------|-----------|
| Fred G. Davie..... | 1925- |
| E. B. Moore..... | 1931- |
| B. W. Stayton..... | 1930-1931 |
| Paul H. Love..... | 1927-1930 |
| Leo R. Vernon..... | 1927-1928 |
| Glenn C. Fordyce..... | 1927. |
| Lyman E. King..... | 1925. |
| John E. Wilson..... | 1925. |
| John H. Piper..... | 1921-1924 |
| Fred G. Davie..... | 1924. |
| E. C. Wright..... | 1921-1924 |

REGION IX

| | |
|----------------------|-----------|
| James P. Fitch..... | 1921- |
| Minor Huffman..... | 1936- |
| Floyd M. O'Neal..... | 1930-1936 |
| Minor Huffman..... | 1931-1933 |
| W. E. Crozier..... | 1929-1930 |
| A. F. Sawyer..... | 1930. |
| J. C. Campbell..... | 1926-1929 |
| Ernest E. Voss..... | 1921-1928 |
| W. Y. Durrett..... | 1928. |
| Albert H. Watts..... | 1927. |
| Dr. E. C. Green..... | 1926. |
| W. P. Knox..... | 1923-1924 |
| A. C. Dunn..... | 1923. |
| Robroy Price..... | 1923. |

REGION X

| | |
|-----------------------|-----------|
| Kenneth G. Bentz..... | 1936- |
| Paul H. Love..... | 1930-1935 |
| E. H. Baaken..... | 1935- |
| H. H. Prescott..... | 1931- |

THE HISTORY OF THE BOY SCOUTS OF AMERICA

| | |
|---------------------|-----------|
| L. D. Cornell..... | 1930-1935 |
| K. G. Bentz..... | 1929-1930 |
| H. F. Pote..... | 1924-1930 |
| H. G. Nagel..... | 1926-1938 |
| B. W. Stayton..... | 1928. |
| E. H. Baaken..... | 1927. |
| Fern B. Monson..... | 1925. |
| C. N. Meserve..... | 1921-1933 |

REGION XI

| | |
|----------------------------|------------|
| Edward L. Curtis..... | 1934- |
| W. L. Hayward, Asst..... | 1925-1937* |
| Robert H. Hayes..... | 1937- |
| John H. Piper..... | 1924-1933 |
| George H. Oberteuffer..... | 1924. |
| C. K. Warne..... | 1921-1933 |

REGION XII

| | |
|------------------------|-----------|
| Carl J. Carlson..... | 1927- |
| O. C. Alverson..... | 1934- |
| Oscar A. Kirkham..... | 1925- |
| Calvin McCray..... | 1937- |
| Edward L. Curtis..... | 1927-1933 |
| Charles N. Miller..... | 1919-1926 |
| George S. Felker..... | 1926. |
| Donald Monroe..... | 1925. |
| Edward L. Curtis..... | 1924. |
| Harry G. Cross..... | 1914-1919 |

PHILIPPINE REGION

| | |
|---------------------------|-----------|
| Ernest E. Voss..... | 1935- |
| Philippine Executive..... | 1930-1935 |

SPECIAL RAILROAD SCOUT EXECUTIVES

| | |
|---|-------|
| W. D. McBride (Regions I, II, III—D. & H. R.R.)..... | 1927- |
| O. J. Williams (Regions V, VIII, IX—M. P. R.R.)..... | 1924- |

In addition to the early members of the Field Staff listed in the Roster on page 550, the following served for various periods of time prior to the organization of the Twelve Regions: C. A. Edson, 1916-1917; E. C. Bacon, 1916-1918; Lewis Buddy, 3d, 1916-1918; Wm. H. Weisheit, 1916-1917; Walter M. York, 1916-1917; C. M. Abbott, 1916-1917; John F. Virgin, 1917; A. E. Roberts, 1917-1919; H. Laurance Eddy, 1916-1917; W. J. B. Housman, 1915-1916; H. H. Groesbeck, 1918-1919; G. W. Oakley, Jr., 1918-1919; George B. Pettit, 1918-1919; W. A. Waterman, 1918-1919; Chester H. Greene, 1918-1919; James P. Fitch, beginning 1918; Charles N. Miller, beginning 1918; Stanley Harris, beginning 1917 with Paul Harris, Jr. and T. W. Griffith, in 1918. The text in Chapters XII and XIII refers to these and others.

*On sick leave first half of 1937.

APPENDIX B

Comparison of Early British and American Requirements

TENDERFOOT REQUIREMENTS

English

A boy, on joining the Boy Scouts, must be between the ages of 11 and 18 and pass the following tests before making the promise:

Know the Scouts' Laws and Signs and Salute.

Know the composition of the Union Jack and the right way to fly it.

Tie the following knots: reef, sheet bend, clove hitch, bowline, fisherman's, sheepshank.

He is then enrolled as a Tenderfoot, and is entitled to wear the Scout buttonhole badge in buttonhole of coat or left pocket buttonhole of shirt when in Uniform.

B. S. A.

1. Know the Scout Law, Sign, Salute, and significance of the Badge.

2. Know the composition and history of the National flag and the customary forms of respect due to it.

3. Tie four out of the following knots: square or reef, sheet-bend, bowline, fisherman's, sheepshank, halter, clove hitch, timber hitch, or two half hitches.

He then takes the Scout Oath, is enrolled as a Tenderfoot and is entitled to wear the Tenderfoot Badge.

REQUIREMENTS FOR SECOND CLASS SCOUT

ENGLISH

1. Have at least one month's service as a Tenderfoot.

2. Have a knowledge of elementary First Aid and bandaging.

3. Know the Semaphore or Morse sign for every letter in the alphabet.

B. S. A.

1. At least one month's service as a Tenderfoot.

2. Elementary First Aid and bandaging; know the general directions for First Aid for injuries; how treatment for fainting, shock, fractures, bruises, sprains, injuries in which the skin is broken, burns, and scalds; demon-

4. Follow a track half a mile in twenty-five minutes; or, if in a town, describe satisfactorily the contents of one shop window out of four, remember sixteen out of twenty-four well-assorted small articles after one minute's observation.

5. Go a mile in twelve minutes at "Scout's pace" (20 paces walking and 20 paces running alternately).

6. Lay and light a wood fire in the open, using not more than two matches.

7. Cook a quarter of a pound of meat and two potatoes without cooking utensils other than the regulation billy in the open over camp fire if possible.

8. Have at least sixpence in a savings bank.

9. Know the sixteen principal points of the compass.

strate how to carry injured and the use of the triangular and roller bandages and tourniquet.

3. Elementary Signaling: Know the Semaphore, or American Morse, or Myer alphabet.

4. Track half a mile in twenty-five minutes; or, in town, describe satisfactorily the contents of one store window out of four observed for one minute each.

5. Go a mile in twelve minutes at Scout's pace—about fifty steps running and fifty walking, alternately.

6. Use properly knife or hatchet.

7. Prove ability to build a fire in the open, using not more than two matches.

8. Cook a quarter of a pound of meat and two potatoes, in the open without the ordinary kitchen cooking utensils.

9. Earn and deposit at least one dollar in a public bank.

10. Know the sixteen principal points of the compass.

REQUIREMENTS FOR FIRST CLASS SCOUTS

1. Swim fifty yards. If a doctor certifies that bathing is dangerous to the boy's health, he must instead of this pass one of the following badges: Ambulance, Fireman, Marksman, Pathfinder, Signaller, or Stalker.

2. Have one shilling at least in the savings bank.

1. Swim fifty yards.

2. Earn and deposit at least two dollars in a public bank.

3. Send and receive message by Semaphore, or American Morse, or Myer alphabet sixteen letters per minute.

4. Make a round trip alone (or with another Scout) to a point at least seven miles away, going on foot or rowing boat and write a satisfactory account of the trip and things observed.

3. Send and receive a message either in Semaphore, twenty letters per minute, or in Morse, sixteen letters per minute.

4. Go on foot, or row a boat, alone or with another Scout, to a point seven miles away and return again, or if conveyed by any vehicle (railways not allowed) or animal, go a distance of fifteen miles and back. He must write a short report of the journey. It is preferable he should take two days over the journey.

5. Describe the proper method of dealing with two of the following accidents (allotted by the examiners)! fire, drowning, runaway carriage, sewer gas, ice breaking, electric shock. Bandage an injured patient, or revive apparently drowned person.

6. Cook satisfactorily (over camp fire in the open if possible) any out of the following dishes, as may be directed: porridge, bacon, hunter's stew; or skin and cook a rabbit or pluck and cook a bird. Also, make a "damper" of half a pound of flour or a "twist" baked on a thick stick.

7. Read the conventional signs of a map correctly, and draw an intelligible rough sketch map. Point out a compass direction without the help of a compass.

5. Advanced First Aid; Know the methods for panic prevention; what to do in case of fire and ice, electric and gas accidents; how to help in case of runaway horse, mad dog, or snake bite; treatment for dislocations, unconsciousness, poisoning, fainting, apoplexy, sunstroke, heat exhaustion and freezing; know treatment for sunburn, ivy poisoning, bites and stings, nosebleed, earache, toothache, inflammation or grit in eye, cramp or stomach-ache and chills; demonstrate artificial respiration.

6. Prepare and cook satisfactorily, in the open, without regular kitchen utensils, two of the following articles as may be directed: Eggs, bacon, hunter's stew, fish, fowl, game, pancakes, hoecake, biscuit, hardtack or a "twist," baked on a stick; explain to another boy the methods followed.

7. Read a map correctly, and draw, from field notes made on the spot, an intelligible rough sketch map, indicating by their proper marks important buildings, roads, trolley lines, main landmarks, principal elevations, etc. Point out a compass direction without the help of the compass.

8. Use properly an axe for felling or trimming light timber; or produce an article of carpentry or cabinet-making or metal work made by himself. Explain the method followed.

9. Judge distance, size, number, height and weight within 25 per cent.

THE HISTORY OF THE BOY SCOUTS OF AMERICA

8. Use an axe for felling or trimming light timber, or, as alternative, produce an article of carpentry or joinery, or metal work, made by himself satisfactorily.

9. Judge distance, area, size, numbers, height and weight within 25 per cent error.

10. Bring a Tenderfoot trained by himself in the points required for a Tenderfoot Badge. (This may be postponed if recruits are not immediately desired, but must be carried out within three months of its being required or the badge given up.)

10. Describe fully, from observation, ten species of trees or plants—including poison ivy—by their bark, leaves, flowers, fruit or scent; or six species of wild birds by their plummage, notes, tracks or habits; or six species of native wild animals by their form, color, call, tracks or habits; find the North Star, and name and describe at least three constellations of stars.

11. Furnish satisfactory evidence that he has put into practice in his daily life the principles of the Scout Oath and Law.

12. Enlist a boy trained by himself in the requirements of a tenderfoot.

INDEX

The page numbers in *italics* throughout the Index refer to illustrations.

| A | PAGE | | PAGE |
|--|--|--------------------------|--|
| Abbott, C. C. | 39 | Baker, Newton D. | 125 |
| Abbott, C. M. | <i>141</i> , 270, 556 | Baker, Dr. S. S. | 348 |
| Abbott, E. H. | 29 | Baldwin, H. A. | 290, 554 |
| Abbott, F. P. | 285, 553 | Baldwin, L. W. | <i>191</i> , 298, 300, 547 |
| Achievement Scouts | 390, 465 | Bamberger, Edgar | 527 |
| Adams, W. J. | 298, 547 | Barbour, W. Warren | 287 |
| Administration, democratic system of | 245 | Barclay, L. W. | 340, 347, 374, 432, 516, <i>533</i> , 538, 549 |
| Alden, Morris L. | 299 | Barnabas, Brother. | 521, 522, 523, 533 |
| Adler, Dr. Cyrus. | 187, 289, 526, 547 | Barrow, W. M. | 293 |
| Alexander, John L. | 24, 27, 29, 30, 31, 32, 33, 34, 36, 42, 49, 51, 237, 397, 546, 548 | Bartle, H. Roe. | 298, 384 |
| Allerton, R. K. | 361 | Bartlett, F. B. | 303 |
| Alonge, Anthony | <i>459</i> | Barton, Bruce. | <i>161</i> , 190, 547 |
| Alpaugh, H. R. | 549 | Bates, K. C. | 385 |
| Alpha Phi Omega. | 298, 384 | Bates, Vernal W. | 284 |
| Altsheler, J. A. | 409 | Bean, Frank | <i>195</i> , 303, 361, 547 |
| Alverson, O. C. | 308, 556 | Bear Mountain | 341 |
| American Boy Scout | 27 | Beard, D. C. | 4, 5, 7, 10, 14, 16, <i>17</i> , 18, 29, 31, <i>33</i> , 36, 39, 41, 42, <i>43</i> , 46, 47, 93, 94, 122, 145, 149, 152, <i>169</i> , <i>175</i> , 200, 286, 290, 314, 337, 341, 344, 406, 408, 412, 423, 430, 441, 442, 451, <i>459</i> , 462, <i>471</i> , 472, 474, 475, 476, 503, 546, 547, 552 |
| Americanization of Oath and Law | 52 | Beard, Mrs. D. C. | 33 |
| Ammunson, M. M. | 292, 554 | Beard, Capt. J. H. | <i>141</i> , 550 |
| Anderson, B. G. | 288, 553 | Beatty, Dr. W. W. | 379 |
| Anderson, R. P. | 288 | Beauchamp, J. A. | 551 |
| Andrews, B. | 298, <i>347</i> , 555 | Beauduy, J. L. | 551 |
| Andrews, H. H. | 293 | Beckman, Earle, W. | 185, <i>258</i> , 538, 551, 552 |
| Annual Meetings | 98, 309ff | Bell, J. N. | 549 |
| Area Council | 264, 265, 274 275, 282, 294, 365 | Belmont, August | 68 |
| Armstrong, D. | <i>ii</i> | Belzer, F. O. | 250 |
| Arrowe Park Camp. | 436 | Benet, Christie | 294 |
| Ashley, W. B. | 548, 549 | Benson, A. T. | 291 |
| Attitudes | 229 | Benson, O. H. | 368, 369, 384, 402, 452, 550 |
| B | | Bentz, Kenneth G. | 295, 302, 304, 554, 555, 556 |
| Baaken, E. H. | 304, 555, 556 | Berg, Gunnar H. | 356, 357, 549 |
| Bacon, E. C. | <i>141</i> , 270, 556 | Berry, Roy N. | 270, 285, 553 |
| Baden-Powell | 3, 4, 6, 8, 9, 10, <i>11</i> , 12, 14, 15, 16, <i>17</i> , 19, 20, 21, 24, 26, 32, 33, 34, 39, 88, 148, 162, 169, 170, 202, 248, 249, 252, 253, 287, <i>313</i> , 315, 333, 339, 372, 383, 394, 409, 454, 478, 500, 501, 506, 532, 534 | Berryman, C. H. | 462 |
| Baden-Powell, Lady | 33 | Bicknell, Ernest P. | 29, 39, 42, 128, 145, <i>159</i> , 547 |
| Badge, Scout | 8, 12, 10, 14, 94, 453, 462 | Biennials | <i>342</i> , <i>343</i> |
| Badges, Awards, etc., Comm. 460-463 | | Big Brothers | 15 |
| | | Bingham, W. V. | 361 |
| | | Birch Bark Roll | 4, 16 |
| | | Bliss, Wm. | 548, 553 |

| | PAGE |
|-------------------------------------|---|
| Blue Ridge | 341 |
| Block, Commissioner | 303 |
| Boardman, J. R. | 270, 288, 339, 549, 553 |
| Bok, Cary W. | 195, 289, 547 |
| Bonus, Gen. Peter A. | 27, 28, 38, 39, 41, 42, 47, 146, 155, 286, 546, 547 |
| Bonaparte, C. J. | 39 |
| Books for Scouts | 204 |
| Bonds, H. E. | 293, 554 |
| Bookstaber, Dr. P. D. | 538, 539 |
| Bookweek, National | 405 |
| Boone, Daniel | 290 |
| Booth, Eric | 533 |
| Bourne, Cardinal | 501, 523 |
| Boyce, Wm. D. | 18, 19, 20, 21, 24, 25, 26, 35, 37, 39, 40, 41, 42, 47, 66, 85, 149, 315, 362, 406, 532 |
| Boyce and the Unknown Scout. | 18 |
| Boy's Brigade | 15 |
| Boy Leaders | 357, 358 |
| Boy's Life. | 78, 168, 198, 204, 406 |
| Boy Pioneers | 18 |
| B. S. A. unrelated to Y.M.C.A. | 252 |
| Boy Scout Week | 72, 73, 132, 133, 142, 152, 314 |
| Braden, Frank W. | 293, 550, 554 |
| Bradstreet, Henry | 30 |
| Bradstreet, Howard | 27 |
| Brady, C. T. | 409 |
| Braucher, H. S. | 254, 271 |
| Bridell, E. S. | 538 |
| Brinkerhoff, Roeliff | 39 |
| Brockway, J. E. | 549, 552 |
| Bronze Buffalo | 20 |
| Brooks, B. B. | 299 |
| Brotherhood of St. Andrew. | 15, 32 |
| Brown, Dr. A. A. | 518 |
| Brown, Bill | 303 |
| Brown, E. E. | 37, 40 |
| Brown, H. B. | 284 |
| Brownsea Island Camp. | 6, 7, 422 |
| Bruce, C. Arthur | 293 |
| Bruere, Henry | 165, 190 360, 361, 547 |
| Brundage, W. W. | 461 |
| Bryan, R. H. | 550 |
| Bryan, Wm. J. | 43 |
| Bryce, Ambassador | 39 |
| Bucknam, A. S. | 552 |
| Buckner, E. E. | 372 |
| Buddy, Lewis | 141, 270, 556 |
| Budell, E. S. | 538 |
| Burch, Frank J. | 300 |
| Burgess, T. W. | 409 |
| Burnham, J. B. | 430 |
| Burns, Allen | 208 |
| Bushido, Japanese | 5 |
| Bushnell, Wm. | 361 |
| Butcher, J. M. | 292, 554 |

| | PAGE |
|----------------------------------|--------------------------------------|
| Butler, Haywood M. | 141, 270, 290 |
| Buxton, Col. G. E. | 140 |
| C | |
| Cadman, Dr. S. P. | 513 |
| Calahan, J. Lee | 290, 554 |
| Calloway, E. R. | 294 |
| Campbell, J. C. | 302, 555 |
| Campbell, W. J. | 195, 524, 547 |
| Camp Census | 431 |
| Camp Engineering | 437, 438 |
| Camp Dudley | 15 |
| Camp—experimental | 65 |
| Cabot, Dr. R. C. | 40 |
| Camp Fire Girls | 144 |
| Camp Sites, Local ... | 426, 427, 439 |
| Camp Standards, Minimum. | 428, 430 |
| Camp, Traveling | 442, 443 |
| Camp on Wheels | 299, 439, 440 |
| Camping | 238, 419 |
| Camping Dept., National. | 428-430 |
| Camping Expeditions. | 444 |
| Camping Popularized | 422 |
| Camping Standards | 423, 424 |
| Camping Program | 138 |
| Camping Values | 420-422 |
| Camping, Year Round. | 440 |
| Camps in Devastated France. | 432 |
| Camps, Special | 446, 447 |
| Carey, A. A. | 51, 284, 296, 376, 397 |
| Caring About Others | 242 |
| Carlin, Hon. C. C. | 92 |
| Carlson, C. J. | 306, 308, 556 |
| Carlton, Newcomb ... | 156, 165, 547 |
| Carmack, C. E. | 292, 293, 554 |
| Carnegie, Andrew | 68 |
| Carroll, V. E. | 553 |
| Carstensen, O. | 347 |
| Cassatt, R. K. | 165, 547 |
| Catholic Church | 521-526 |
| Catholic Cooperation | 199 |
| Catholic Endorsements | 514ff |
| Case, Edward | 408, 553 |
| Chadwick, F. D. | 295, 298, 554 |
| Chalmers, M. P. | 549 |
| Chamberlin, R. | 552 |
| Character Building | 10 |
| Character Value | 2 |
| Charters | 328 |
| Chase, J. C. | 294 |
| Charter, Federal | 94 |
| Checking on Leaders | 359 |
| Checking-up | 181 |
| Chestnut, W. P. | 303 |
| Chew, Thomas | 40 |
| Chronic, G. E. | 298, 555 |
| Church Cooperation ... | 206, 212, 229, 250, 253, 316, 317 |
| Church, Latter Day Saints ... | 382 |

| | PAGE |
|---|---|
| Church Relationships . . . | 508ff., 515 |
| Church Troops—Summary | 527, 528 |
| Circus, Scout | 299 |
| Citizenship | 6, 236, 481 |
| Claude, A. F. | 298, 555 |
| Clymer, H. M. | 553 |
| Codes, Ancient | 232 |
| Coffin, G. P. | 552, 553 |
| Coffman, Dr. L. D. | 348 |
| Collier, Barron | 156, 183, 314, 349, 370, 538, 547 |
| Colt, C. C. | 304 |
| Colver, F. L. | 141, 409, 410, 412, 553 |
| Commissioning, Annual | 334 |
| Commissioning Leaders | 321 |
| Commissions, The Four | 51 |
| Commission on Permanent Organization | 86ff. |
| Commissioners, Volunteer and Employed | 253, 254 |
| Commissioners | 257 |
| Community Boy Leadership | 398 |
| Community Chests | 208 |
| Conferences of Executives | 160 |
| Connelly, C. M. | 10 |
| Conroy, Bishop J. H. | 523 |
| Conservation | 447-449 |
| Converse, H. B. | 553 |
| Cooke, F. N. | 141, 162, 405, 550, 552 |
| Coolidge, President Calvin | 63, 91, 156, 168, 177, 244, 312, 313, 315, 505, 506, 545, 546 |
| Cooper, W. K. | 42 |
| Cooperation | 206 |
| Cooperation, Community | 207 |
| Corbett, Dr. L. C. | 397 |
| Corken, O. K. | 300 |
| Corley, F. R. | 284 |
| Cornell Conference | 344 |
| Cornell, L. D. | 288, 304, 553, 556 |
| Costs—per capita | 78 |
| Cotting, Charles E. | 183, 284, 547 |
| Cotton, Arthur | 284, 372 |
| Covert, Dr. W. C. | 520 |
| Coulter, E. K. | 29, 38, 40 |
| Councils, 1st & 2nd Class | 254, 259, 268, 273, 274 |
| Councils, Local | 46 |
| Council Federations | 257 |
| Council, Index | 166 |
| Council, Purpose | 256, 257, 266 |
| Council, Representation | 141 |
| County Councils | 258, 272, 273 |
| Court of Honor, Local | 230, 457, 458, 466, 470 |
| Court of Honor, National | 470-476 |
| Cowles, W. H. | 187, 278, 304, 306, 547 |

| | PAGE |
|--------------------------------------|--|
| Cowper | 7 |
| Cox, E. V. | 286 |
| Coze, Paul | 534 |
| Crampton, Dr. C. Ward | 370, 379 |
| Cranberry Lake | 340 |
| Crimmins, John D. | 41 |
| Cropsey, Judge J. C. | 286, 314 |
| Crosby, F. A. | 250, 251 |
| Crosby, W. C. | 552 |
| Cross, Harry D. | 270, 306, 307, 308, 550, 556 |
| Crozier, W. E. | 302, 555 |
| Crump, Irving | 414, 552 |
| Cubbing | 76, 180, 186, 196, 198, 199, 200, 208, 212, 305, 316, 377, 378, 380, 381 |
| Cubbing Research | 78 |
| Cub Health Program | 370 |
| Cub Leaders' Roundtable | 402 |
| Cuhulain & his Boy Knights | 5 |
| Cullen, Thomas L. | 384 |
| Culver Military Academy | 296, 339 |
| Cumming, Dr. H. S. | 370 |
| Curtiss, Charles M. | 288 |
| Curtis, Edward L. | 304, 306, 308, 556 |
| Curtis, J. A. | 68 |
| Cutler, Dr. Bertram | 413 |

D

| | |
|---------------------------------------|-----------------------------------|
| Dabbs, J. V. | 293 |
| Dale, Ludwig S. | 269 |
| Dall, Dr. W. H. | 397 |
| Daniel, Hawthorne | 414, 552 |
| Dater, Alfred W. | 179, 272, 284, 360, 361, 461, 547 |
| Davidson, Arthur | 296 |
| Davie, Fred G. | 298, 300, 555 |
| Davie, Mrs. Horace | 249 |
| Davis, A. J. | 304 |
| Davis, George S. | 40 |
| Davis, Rogers | 294 |
| Dearmin, W. F. | 288, 553 |
| de Bonstetten, Maj. W. | 536 |
| Deer, A. J. | 286 |
| Delavan, M. S. | 550 |
| Delinquency | 390 |
| Delinquency, Avoidance of | 237 |
| Democracy in Administration | 345ff. |
| De Molnar, Dr. F. M. | 533 |
| Demorest, W. C. | 30, 40 |
| Den, Cub | 380 |
| Denholm, Dr. J. A. | 284 |
| Denning, L. B. | 300, 302 |
| Denny, Hamar D. | 288, 289 |
| Depression | 173 |
| Dewey, Admiral | 39, 40, 409 |
| Dewey, Dr. John | 379 |
| Dickinson, J. L. | 291 |
| Dietz, J. W. | 361 |

| | PAGE |
|--------------------------------|--|
| Digby, Kenelm | 5 |
| Dike, Mrs. Anne | 533 |
| Distinctive Features | 9 |
| District Committees | 265, 275 |
| District Courts of Honor | 468 |
| Divisional Plan | 184, 185, 196 |
| Dabbs, J. V. | 554 |
| Dobson, W. A. | 294, 295, 554 |
| Dodge, Francis P. | 142, 339 |
| Door, Dudley H. | 284 |
| Dortch, N. S. | 291 |
| Douglas, E. B. | 278, 294, 295 |
| Dubler, Harold | 473 |
| Dulaney, B. L. | 40, 47, 66, 94, 145, 149, 157, 546, 547 |
| Dunn, A. C. | 302, 555 |
| Du Pont, Gen. T. C. | 40 |
| Darrett, D. W. | 288 |
| Durrett, W. Y. | 302, 555 |
| Duties of National Officers .. | 89, 90 |

E

| | |
|---------------------------------|--|
| Eagle Palms | 170 |
| Early Troops | 21 |
| Easton, Stanley A. | 304 |
| Eaton, W. P. | 409 |
| Eaton, C. B. | 548 |
| Edds, M. V. | 141 |
| Eddy, H. Laurance | 141, 270, 556 |
| Eddy, Dr. W. H. | 379 |
| Editorial Board | 42, 394 |
| Edson, C. A. | 270, 386, 551, 556 |
| Education Dept. | 339 |
| Educational Service | 356 |
| Efficiency Check-ups | 166 |
| Ehler, George W. | 30, 185, 186, 341, 461, 548, 550, 551 |
| Eisenhart, M. H. | 286, 287 |
| Eisner, Sigmund | 10, 164, 169 |
| Elliott, C. F. | 549 |
| Ellis, G. O. | 40 |
| Ellis, W. S. | 289 |
| Elmer, Dr. F. D. | 461 |
| Emergency Coast Service | 119 |
| Emergency Service | 162, 463ff. |
| Emergencies, Training for | 239 |
| Emerson, Dr. Haven | 370 |
| Emerson, Philip | 285, 539 |
| Emrich, J. D. | 412, 553 |
| English Comparison | 268 |
| Enlows, H. F. | 370 |
| Erb, Harley E. | 292, 293, 550, 551, 554 |
| Esch, J. J. | 40 |
| Estes Park Conference | 341 |
| Evenson, O. B. | 292, 554 |
| Exact Membership Knowledge .. | 326 |
| Executive Board (charter) | 96 |
| Executive Board Roster | 545-548 |

| | PAGE |
|------------------------------|-----------------------|
| Executives Conferences | 16, 167, 170, 172 |
| Exhibits | 310 |
| Expenditures | 84 |
| Explorer Scouting | 212, 305, 382, 520 |

F

| | |
|----------------------------------|--|
| Farley, Cardinal | 522 |
| Faust, Carl | 292, 293 |
| Federal Charter | 9, 85, 150, 330 |
| Federal Incorporators | 94ff. |
| Felker, G. S. | 285, 308, 553, 556 |
| Fellowship Values | 236, 237 |
| Fiala, Anthony | 430 |
| Field Commissioners, Nat'l. | 269 |
| Field Committee | 271, 272 |
| Field, Marshall III. | 80, 177, 185, 187, 287, 374, 547 |
| Field Service, Early | 268ff. |
| Field Supervision | 88 |
| Financial Policy | 66, 68, 70, 77, 78, 82 |
| Financing the National Movement | 65ff. |
| Finley, Dr. John H. | 154, 160, 179, 185, 347, 348, 352, 353, 363, 378, 382, 529, 530, 547 |
| Finnell, C. M. | 298, 555 |
| Fisher, D. W. | 141 |
| Fisher, Fred J. | 165, 547 |
| Fisher, Dr. Geo. J. | Foreword, 2, 40, 148, 153, 185, 194, 258, 259, 264, 271, 272, 273, 276, 278, 279, 280, 397, 401, 461, 538, 547, 550, 548 |
| Fisher, Leon O. | 278, 286, 287 |
| Fitch, James P. | 300, 302, 555, 556 |
| Five Year Field Plan | 272ff., 280 |
| Five Year Training Program | 356ff. |
| Floods, Ohio | 92 |
| Foley, H. T. | 292, 554 |
| Folks, Hon. Homer | 40, 254, 271 |
| Forbush, A. R. | 269 |
| Forbush, W. B. | 40, 56 |
| Ford, Horatio | 67 |
| Fordyce, Glenn C. | 300, 555 |
| Foreign Contacts | 154, 532ff. |
| Foreign Units, B.S.A. | 541, 542 |
| Foundation, Greater N. Y. | 71 |
| Frank, Dr. Glenn | 317, 318 |
| Frankel, Dr. L. K. | 51, 56, 254, 271, 272 |
| Freeman, J. P. | 141, 270, 296, 298, 304, 339, 349, 356, 554 |
| Freeman, Russell | 551 |
| French Lick Springs Conf. | 345 |
| French, Stuart W. | 75, 187, 279, 307, 546, 547 |

| | PAGE |
|--|----------|
| Frere, Sir Bartle | 480 |
| Fretwell, Dr. E. K...191, 340, 348, 349, 356, 360, 361, 379, 382, 547 | |
| Friedlander, Edgar...278, 290, 291 | |
| Frothingham, F. E.284 | |
| Fruit Pits | 126, 135 |
| Fuller, W. D.284 | |
| Furst, Dr. Clyde | 348 |

G

| | |
|---|---|
| Gachus, L. B.548 | |
| Gamble, C. W.553 | |
| Gammons, Charles A....288, 553 | |
| Garfield, James R.40 | |
| Garland, Hamlin | 40, 56 |
| Garrett, Robert | 30, 31, 40, 95, 145, 146, 157, 289, 547 |
| Gaskin, H. L.293 | |
| Gawtry, Lewis | 179, 182, 190, 347, 360, 413, 547 |
| Gay, W. H.40 | |
| Glendale, Gilbert H...286, 288, 553 | |
| Gettysburg Reunion | 92, 150 |
| Ghegan, J. A.549 | |
| Gibbons, Cardinal | 522 |
| Gibney, A. J.553 | |
| Gibson, H. W.397 | |
| Gidney, Capt. F....154, 168, 533 | |
| Gillette, Howard F.....183, 297, 377, 538, 547 | |
| Gilwell Park | 20, 362, 539 |
| Gisburne, F. H.552 | |
| Giviens, R. W.288, 553 | |
| Gladden, George | 549 |
| Glass, Hon. Carter | 116, 486 |
| Glore, Chas. F....165, 297, 547 | |
| Glucksman, H. L.361, 526 | |
| Goddard, G. W. Jr.....549 | |
| Goethals, Gen. G. W...159, 377, 547 | |
| Gold, Frank | 303 |
| Gold Medal, Scout.....472-476 | |
| Goodman, E. Urner.....185, 258, 363, 386, 492, 548 | |
| "Good Turn" | 9, 10, 11, 12, 14, 18, 20, 58, 92, 226, 240, 477ff., 482, 487 |
| "Good Turns", National...492-498 | |
| Gordon, Harvey A.....192, 290, 314, 437, 550, 554 | |
| Government Aides | 128 |
| Graham, J. S.300 | |
| Grant, Gordon | 32 |
| Grant, Pres. H. J.511, 521 | |
| Gray, F. F....248, 287, 291, 384, 461 | |
| Gray, Lord | 38 |
| Grayson, C. T.370 | |
| Greene, Mrs. M. R...Foreword, 2, 549 | |
| Green, Dr. E. G.302, 555 | |
| Greene, Chester H.556 | |

PAGE

| | |
|--|---------------|
| Grenfell, Dr. W. T.....409 | |
| Griffith, T. W.556 | |
| Grimm, Peter | 361 |
| Groesbeck, H. H.556 | |
| "Group" plan | 383 |
| Group Approval | 231, 232, 235 |
| Grover, Dr. E. R.379 | |
| Guerrin-Desjardins, J.154, 168, 533 | |
| Guggenheim, S. R.40 | |
| Gulick, Dr. L. H.....23, 27, 28, 29, 31, 36, 40, 42, 254, 271 | |
| Gundelfinger, Emil | 307 |

H

| | |
|---|----------|
| Haddock, Arthur | 163, 552 |
| Haddock, Harold | 551 |
| Hahn, Dr.5 | |
| Hale, George S.248 | |
| Hale, Robert S...284, 383, 538, 539 | |
| Hale, Tom | 300 |
| Haley, W. C.292, 554 | |
| Hall, G. Stanley | 40, 56 |
| Hall, L. W.550 | |
| Hamilton, W. W.552 | |
| Hammerschlag, R. L.385 | |
| Hampton Inst. Course | 389 |
| Hampton, Lord | 532, 536 |
| Handbook for Boys | 394 |
| Hanks, L. M.296 | |
| Hanmer, Lee F.23, 28, 29, 31, 34, 36, 37, 40, 41, 42, 46, 47, 51, 146, 157, 286, 310, 324, 327 547 | |
| Hannaford, F. P.303 | |
| Hanson, R. O.385 | |
| Harding Awards | 156, 163 |
| Harding, Pres. W. G.....91, 156, 167, 168, 244, 312, 545 | |
| Harmon Awards | 80 |
| Harmon Foundation | 169 |
| Harris, Paul Jr.556 | |
| Harris, Stanley A.....176, 249, 270, 293, 295, 388, 551, 554, 556 | |
| Hart, Dr. C. D.....93, 94, 146, 159, 289, 547 | |
| Hart, Dr. Hastings H.23 | |
| Harwood, P. L.284 | |
| Hatch, Francis W.....282, 284 | |
| Haun, H. W.292, 554 | |
| Hayes, Patrick Cardinal.....514, 522, 523, 524 | |
| Hayes, Robert H.306, 556 | |
| Hayward, W. L.306, 556 | |
| Hazeltine, M. B.307 | |
| Head, Walter W.....69, 79, 169, 179, 182, 185, 189, 196, 200, 272, 278, 280, 299, 300, 314, 317, 332, 344, 353, 354, 506, 507, 533, 536, 538, 539, 546, 547 | |

| | PAGE |
|------------------------------|---|
| Heald, C. E. | 26, 27 |
| Health Benefits | 213, 216 |
| Health Check-ups | 216, 217 |
| Health and Safety | 370, 404 |
| Healy, Dr. Wm. | 379 |
| Hearst, W. R. | 27, 28, 35 |
| Hemler, Alicia | 549 |
| Hermann, Dr. V. | 533 |
| Herrick, Hon. M. T. | 159, 538, 547 |
| Herrick, P. W. | 165, 548 |
| Hetherington, Dr. C. W. | 51, 379 |
| Hicks, C. J. | 29 |
| Hill, E. W. | 300 |
| Hillcourt, Wm. | 398, 549, 552 |
| Hinckley, G. W. | 40, 51, 146, 155, 548 |
| Hiscock, J. V. | 370 |
| Holbrook, H. B. | 285, 553 |
| Holbrook, J. | 347 |
| Holcombe, Rev. W. B. | 254 |
| Holden, H. J. | 397 |
| Holmes, Steacy | 250 |
| Holsample, L. B. | 22 |
| Honorary Scouts | 170 |
| Hook, Walter | 522 |
| Hoover Awards | 185, 198 |
| Hoover, Frank G. | 187, 290, 291, 361, 547 |
| Hoover, President H. | Foreword, 1, 81, 97, 121, 122, 123, 156, 172, 177, 178, 196, 244, 307, 419, 463, 505, 530, 545, 546 |
| Hornaday, Dr. W. T. | 150, 409, 475 |
| Hornaday Award | 448, 449 |
| Horne, Dr. H. H. | 341 |
| Horowitz, August | 549 |
| Horseley, T. J. | 302 |
| Horton, Charles B. | 33, 337, 338, 425 |
| Horton, "Skipper" | 376 |
| Hot Springs | 344 |
| Houghton, Ambassador | 542 |
| Houghton, Amory. | 195, 287, 547 |
| Housman, W. J. B. | 270, 556 |
| House Report (Charter) | 99ff. |
| Howard, Clarence H. | 154, 159, 299, 341, 533, 538, 546, 548 |
| Howarth, William | 304 |
| Howe, Dr. T. C. | 296 |
| Howie, David H. | 166 |
| Hoyt, Judge F. C. | 93, 94, 146, 161, 548 |
| Hoyt, John Sherman. | 28, 39, 40, 50, 66, 75, 93, 95, 145, 149, 175, 182, 189, 286, 347, 352, 353, 472, 546, 547 |
| Hubbard, A. G. | 291 |
| Hubbard, Ralph | 314, 533 |
| Hudson, A. T. H. | 552 |
| Huffman, Minor | 302, 555 |
| Hughes, H. H. | 292, 298, 554, 555 |

| | PAGE |
|-----------------------|--|
| Hulse, E. P. | 550 |
| Hunter, H. O. | 295, 554 |
| Hurt, Dr. H. W. | Foreword, 2, 162, 178, 341, 378, 382, 397, 398, 402, 549, 550, 551 |
| Hutura, Count Y. | 533, 536 |

I

| | |
|------------------------------------|---|
| Ideals, Check-up On Practice. | 322 |
| Improvement in Methods. | 366 |
| Incorporation | 149 |
| Incorporators | 40 |
| Indian Scouting and Cubbing. | 301, 302 |
| Institutional Loyalty | 211 |
| Intensive Service | 166 |
| International Contacts. | 160, 198, 206, 229, 304, 305, 332, 536ff. |
| International Jamborees. | 167, 168, 170, 172 |
| Interracial Scouting. | 198, 386, 387, 388, 539, 540 |
| Irwin, Frank | 533 |
| Itasca Park School | 303 |

J

| | |
|-----------------------------------|---|
| Jackson, Charles C. | 93, 95, 171, 284, 553, 548 |
| Jackson, Dr. Dudley | 370 |
| Jamboree Championship | 435 |
| Jamboree, National, U. S. A. | 192, 193, 194, 317 |
| Jamboree Visitors | 542 |
| Jameson, A. A. | 42, 394, 538 |
| Jamieson, A. D. | 538 |
| Jamieson, J. B. | 284 |
| Janin, W. D. | 293, 554 |
| Jay, W. C. | 250 |
| Jenks, Dr. J. W. | 40, 51, 54, 95, 145, 149, 157, 177, 286, 316, 339, 341, 348, 349, 378, 382, 548 |
| Jewish Congregations. | 526, 527 |
| Jewish Estimates. | 511, 512 |
| Jewitt, Homer | 271 |
| Johnson, G. E. | 51 |
| Johnson, Oscar | 293 |
| Jones, Frank C. | 278, 300, 302 |
| Jones, J. P. | 550 |
| Jones, Mark M. | 80, 172 |
| Jones, Mark M., Report. | 76, 166, 182, 328 |
| Jordan, Dr. D. S. | 40, 47, 93, 94, 155, 409, 546, 548 |
| Jordan, E. K. | 288, 553 |
| Joy, Dr. Gustavo | 533 |
| Judah, Noble B. | 278, 296, 297 |
| Judd, Dr. C. H. | 379 |

| | PAGE |
|----------------------|----------|
| Justice, E. H. | 298, 555 |
| Juvenile Court | 22-44 |

K

| | |
|--------------------------------|----------------------------|
| Keane, Thomas J..... | 297, 377, 402, 539, 550 |
| Keeping the Faith | 528-530 |
| Keifer, F. H. | 285, 553 |
| Kelliher, G. | 288 |
| Kelly, D. J. | 286 |
| Kelley, Bishop F. C..... | 514, 523 |
| Kennedy, Dr. R. H. | 370 |
| Kernochan, Judge F..... | 171, 475, 548 |
| King Arthur | 5 |
| King George | 38 |
| King, Dr. H. C. | 56 |
| King, L. E. | 300, 555 |
| Kip, Charles H. | 249 |
| Kiplinger, Walter | 298, 555 |
| Kirkham, Oscar A..... | 308, 538, 556 |
| Klamroth, Judge H. | 40 |
| Knight, Harry C. | 195, 361, 547 |
| Knights of Dunimas..... | 385 |
| Knights of the Holy Grail..... | 15 |
| Knights of King Arthur..... | 15-38 |
| Knox, W. P. | 302, 555 |
| Koehne, Martha | 379 |
| Korman, H. | 141 |
| Kountz, H. | 299 |

L

| | |
|-----------------------------|-------------------------------|
| Lamb, Charles R. | 40 |
| Lane, Joe | 406, 553 |
| Lanier, W. C. | 294 |
| Langdon, W. C. | 30 |
| Lansing, Robert | 74, 134 |
| Lawrence, D. W. | 276, 550 |
| Lawrence, Wm. E. | 550 |
| Leader Selection | 336 |
| Leadership Experience | 237 |
| Leadership in Scouting..... | 333ff. |
| Leadership Skill | 213 |
| Lee, Joseph | 40, 56 |
| Less Chance Boys | 389, 390 |
| Letts, Arthur | 146, 159, 307, 546, 547 |
| Lewis, Orlando F. | 254, 271 |
| Lewis, St. Elmo | 34, 398 |
| Lewman, H. W. | 293, 554 |
| Leyendecker, J. C. | 103 |
| Liberty Loans | 71, 72, 106, 116, 135, 136 |
| Lieberath, Maj. E. | 536 |
| Life Saving Awards | 210 |
| Life Saving Skills | 220 |
| Lincoln, Abraham | 450 |
| Lindsey, Judge Ben. B. | 40, 341, 409 |
| Lindsey, Keafe | 293 |
| Lint, Perry A. | 292, 554 |

| | PAGE |
|-----------------------------------|---|
| Lisle, Clifton | 250, 539 |
| Literature, 1910 | 392 |
| Literature of Scouting | 391ff. |
| Literature, First | 32 |
| Littlejohn, C. H. | 551, 552 |
| Livermore, G. G. | 553 |
| Livingstone, Colin H..... | 20, 29, 30, 31, 33, 39, 40, 42, 43, 46, 47, 67, 68, 69, 86, 92, 93, 94, 102, 106, 114, 117, 145, 149, 158, 175, 186, 271, 288, 289, 312, 313, 314, 325, 341, 506, 546, 547 |
| Livingstone, Presentation to.. | 312 |
| Local Council, Development of the | 247ff., 267, 268 |
| Local Councils | 90, 208, 210 |
| Local Council Finances | 82 |
| Local Council Representation.... | 262-266 |
| Local Council Responsibility..... | 259-264 |
| Local Council Spread.... | 281, 282 |
| Local Council Struggles..... | 174, 176 |
| Locke, Rev. R. E. | 461 |
| Lombardi, R. M. | 549 |
| "Lone Scout" | 402 |
| Lone Scouts | 168 |
| Long, John E. | 370 |
| Longfellow, W. E..... | 377, 397, 434 |
| Longstreath, C. T. | 296, 376 |
| Longworth, Nicholas | 39 |
| "Long-Span" Program | 212 |
| Lopez, C. | 549, 552 |
| Love, Paul H..... | 288, 290, 300, 304, 553, 555 |
| Lovejoy, Dr. Owen.... | 86, 254, 271 |
| Lowden, Frank O. | 39 |
| Lowell, Pres. A. L. | 479 |
| Lowerre, M. V. | 550 |
| Lowrey, Dr. L. G. | 379 |
| Lyman, Richard | 307 |
| Lynch, Charles | 79, 397 |

M

| | |
|--------------------------|---|
| McAdoo, W. G. | 33, 71, 74, 110, 115, 116, 117, 152, 546 |
| McAdoo, Mrs. W. G. | 33 |
| McBride, Col. H. D. | 538 |
| McBride, W. D. | 556 |
| McCaughan, P. N. | 361 |
| McClelland, K. | 347 |
| McClung, Lee | 39 |
| McClintock, G. S. | 288 |
| McCluskey, J. | 552 |
| McCormick, H. F..... | 159, 546, 547 |
| McCray, Calvin | 308, 556 |
| McDonald, L. L. | 430, 550 |
| McDonnell, T. F. I. | 284 |
| McEwen, J. D. | 552 |
| McFarlane, A. S. | 276 |
| McFarland, J. H. | 39 |

| | PAGE |
|--------------------------------|--|
| McGregor, John A..... | 278, 279, 307, 538 |
| McGuire, W. P..... | 141, 408, 410, 548, 552 |
| McKelvie, S. R. | 300 |
| McKinley, Wm. B. | 39 |
| McKinnon, Duncan | 307 |
| McLean, F. H. | 254, 271 |
| McMurray, Dr. F. M..... | 379 |
| McRae, Milton A..... | 66, 67, 69, 94, 145, 149, 157, 169, 177, 538, 546, 547 |
| MacDonald, Byrnes..... | 195, 361, 547 |
| MacDonald, Pirie | 461 |
| Macfarland, Dr. Chas. S..... | 518 |
| MacLay, Edgar G. | 303, 445 |
| MacNutt, F. A. | 361 |
| Macy, V. Everit | 66 |
| Magathan, W. | ii |
| Mahoney, Judge J. T. | 475 |
| Makgill, J. D. | 538 |
| Mann, Rabbi Louis L., Foreword | 1, 317, 318 |
| Marling, A. E. | 27 |
| Martin, Clinton S. | 442 |
| Martin, D. R., Jr..... | 549 |
| Martin, Dr. E. D..... | 379 |
| Martin, E. S. | Foreword, 2, 43, 92, 141, 249, 289, 291, 384, 400, 401, 444, 461, 464, 475, 479, 484, 492, 538, 548, 549 |
| Martin, Earl | ii |
| Martin, Hubert S. | 172, 532 |
| Mather, Samuel | 67 |
| Marty, Count H. | 536 |
| Masseck, Frank L. | 38, 39 |
| Mather, Samuel | 68 |
| Mathews, Capt. R. G. | 446 |
| Mathiews, N. T. | 552 |
| Mathiews, F. K. | 405, 408, 410, 550, 552 |
| Mawe, Maj. & Mrs. M. D..... | 533 |
| Maxwell, E. H. | 552 |
| Maxwell, Dr. W. H. | 27, 40 |
| Mayo, Dr. C. H. | 370 |
| Meikleham, Harry | 294 |
| Mellen, E. J. | 288, 295, 553, 554 |
| Membership | 330 |
| Menninger, Dr. W. C..... | 195, 370, 377, 547 |
| Mental Health | 218 |
| Merit Badge Awards ... | 222, 469 |
| Merit Badge Library..... | 399, 400 |
| Merit Badge Program | 464ff. |
| Merkel, Herbert | 352 |
| Merrill, Henry F. | 284 |
| Merritt, G. H. | 548 |
| Messerve, C. N. | 304, 556 |
| Metcalf, H. C. | 141 |
| Metter, George F. | 292 |
| Mexicans | 302 |

| | PAGE |
|------------------------------|---|
| Miller, Chas. N. | 276, 279, 307, 308, 374, 550, 556 |
| Miller, G. F. | 554 |
| Miller, Jo Zach III | 361 |
| Miller, Roger | 294 |
| Miller, W. H. | 397 |
| Mills, Chas. H. | 549 |
| Mills, F. C. | 370, 434, 553, 554 |
| Milton, John | 7 |
| Minute Tapioca Booklet | 32 |
| Mitchell, Alexander | 290, 554 |
| Mitchell, John | 303 |
| Mitchell, Wm. | 29 |
| Moffat, S. A. | 36, 42, 66, 141, 268, 269, 270, 271, 306, 397, 550 |
| Moller-Gasmann, Rev. H..... | 536 |
| Monroe, Donald | 308, 551, 556 |
| Monson, F. | 304, 556 |
| Moon, Dean | 340 |
| Moore, Chas. C..... | 191, 279, 307, 346, 547 |
| Moore, E. B. | 300, 555, |
| Moore, Rev. Dr. E. R..... | 524 |
| Moore, Governor | 353 |
| Morey, J. T. | 286 |
| Morgan, Anne | 432, 533 |
| Mormon Church..... | 306, 307, 520, 521 |
| Mormon Statement..... | 511 |
| Morse, Richard C..... | 23, 56, 254, 271 |
| Moses, A. C. | 8, 40 |
| Motley, Thomas | 284 |
| Motto, Scout..... | 10, 12, 14, 23, 234, 456 |
| Moyer, Donald W. | 283, 553 |
| Mundelein, Cardinal | 523 |
| Murphy, Thomas | 376, 548 |
| Murray, G. M. | 548 |
| Murray, Wm. D. | ii, Foreword, 2, 27, 28, 32, 39, 40, 41, 42, 46, 93, 95, 145, 149, 175, 286, 337, 347, 378, 382, 394, 406, 472, 547 |

N

| | |
|----------------------------------|------------------------|
| Nagel, H. G..... | 290, 304, 554, 556 |
| Nagle, Ashley | 549 |
| Nash, Dr. Jay | 380 |
| Nathan Hofheimer Foundation... | 527 |
| National Council..... | 37, 39, 47, 58, 88, 89 |
| National Council Membership..... | 86 |
| National Good Turn | 199 |
| National Jamboree, U. S. A..... | 200, 218 |
| National Scout Commissioner..... | 41 |
| National Staff | 365 |
| National Staff Roster | 548-556 |
| National Standards | 231 |
| National Training Center ... | 347 |
| National Training School | 174 |
| Navajo | 302 |
| Negro Troops | 176, 291, 293 |

| | PAGE |
|------------------------|----------------------------|
| Neill, Chas. P..... | 93, 95, 145, 157, 289, 547 |
| Nesbit, E. S. | 300 |
| Nestos, Gov. R. A.... | 303, 317, 318 |
| New York Foundation.. | 78, 80, 527 |
| Nicholson, J. H. | 86, 95, 146, 161, 547 |
| Nims, E. D. | 191, 547 |
| Nodine, Ralph H..... | 250, 285, 298, 553, 555 |
| Nordyke, Glen | 293, 554 |
| Northrup, Carl F. | 461 |
| Northrup, Cyrus | 56 |
| Northrup, W. N. | 304 |

O

| | |
|----------------------------------|-------------------------|
| Oakley, C. H. | 286 |
| Oakley, G. W. | 556 |
| Ober, C. K. | 27 |
| Oberteuffer, G. H. | 306, 556 |
| Objectives of Education..... | 215 |
| O'Brien, J. F. | 248, 287, 372 |
| O'Brien, Kenneth | 161, 177, 547 |
| O'Connor, E. | 552 |
| O'Donohue, J. A. | 284 |
| O'Hanlon, H. F. | 553 |
| Olmsted, G. W..... | 169, 191, 289, 538, 547 |
| Olson, A. C. | 141, 548 |
| O'Neal, Floyd M. | 302, 555 |
| Order of the Arrow..... | 385, 386 |
| Organization Commission..... | 254 |
| Organization Policy | 255 |
| (Local Councils) | 256 |
| Orne, Henry A. | 30, 31 |
| Orwig, Preston G..... | 31, 268, 337, 423 |
| Other Scout Organizations..... | 27 |
| Outcomes | 201 |
| Outcomes—Attitudes | 228 |
| Outcomes—Character | 225ff. |
| Outcomes—Cooperation | 228 |
| Outcomes—Habits | 226 |
| Outcomes—Ideals | 232 |
| Outcomes—Local | 207ff. |
| Outcomes—Meeting Standards | 230 |
| Outcomes—National | 203 |
| Outcomes—Purposes | 233 |
| Outcomes—Sponsoring Institutions | 211 |
| Outcomes to Leaders | 212ff. |
| Outcomes to Scouts | 214 |
| Outcomes—Skills | 218 |
| Outcomes—Vocational | 218ff. |
| Outdoor Health Benefits | 217 |
| Outdoor Life | 238 |
| Outdoor Skills | 220 |
| Outlying Territory | 308 |

P

| | |
|-------------------------|-----|
| Pacific Islanders | 5 |
| Pacinin, C. L. | 533 |
| Paine, R. D. | 409 |

| | PAGE |
|----------------------------------|--|
| Palmer, E. W. | 195, 361, 547 |
| Palmer, Lew R. | 370 |
| Parent Institution | 510 |
| Pack, Cub | 380 |
| Parkhurst, Rev. C. H..... | 40 |
| Parsons, Reginald H..... | 195, 304, 306, 361 |
| Participating Citizenship..... | 234, 236, 240, 242 |
| Partridge, Dr. E. D.... | 404, 550, 551 |
| Patri, Angelo | 380 |
| Patriotic Observances | 239 |
| Patrol | 2, 6, 8 |
| Patrol Leaders' Handbook..... | 398 |
| Patten, F. J. | 549, 553 |
| Peary, Admiral R. E. | 409 |
| Pease, F. S. | 182, 548 |
| Peay, Gordon | 293 |
| Peavy, A. J. | 293 |
| Pelton, E. W. | 284 |
| Penn, A. C. | 163 |
| Perelson, A. E. | 548 |
| Perkins, G. W., Jr..... | 165, 547 |
| Perrott, F. R. | 553 |
| Perry, W. Armstrong..... | 141, 549, 552 |
| Pershing, Gen'l John W. | 314 |
| Personal Progress | 222, 223, 228 |
| Personnel Division | 360ff. |
| Personnel Guide | 361 |
| Personnel Program | 358 |
| Personnel Roster, National..... | 545-556 |
| Pettit, George B. | 556 |
| Philbrick, A. R. | 548 |
| Phillips, John M..... | 179, 288, 289, 536, 547 |
| Philo, Ralph | 549 |
| Phipps, Jay | 66 |
| Pickford, Sir Alfred..... | 533 |
| Pilgrimages | 441, 442 |
| Pincell, T. | 347 |
| Pinchot, Hon. Gifford.. | 40, 56, 423 |
| Piper, John H.... | 300, 306, 555, 556 |
| Playground Assoc. of America | 15, 22, 28 |
| Policy on Non-Partisanship...144 | |
| Polk, H. H. | 299 |
| Pope Pius XI..... | 514, 515 |
| Porter, George D.... | 51, 93, 95, 145, 146, 161, 185, 249, 272, 288, 289, 492, 547, 551 |
| Pote, H. F. | 185, 258, 304, 360, 402, 551, 556 |
| Powell, Perry E. | 38, 40 |
| Powers, J. T. | 347 |
| Powlison, Chas. F. | 29, 254, 271 |
| Pratt, George D. | 20, 28, 29, 31, 34, 36, 39, 40, 41, 42, 46, 47, 49, 66, 67, 68, 93, 94, 122, 145, 148, 149, 155, 249, 254, 270, 286, 324, 347, 352, 394, 430, 431, 475 |

| | PAGE |
|--------------------------------|--|
| Pratt, Geo. D. Resolution..... | 190 |
| Pratt, Herbert L. | 68 |
| Presbrey, Frank | 28, 36, 39, 40, 41, 75, 95, 145, 149, 154, 155, 168, 169, 182, 286, 324, 394, 406, 412, 413, 414, 415, 416, 536, 538, 546, 547 |
| Prescott, H. H. | 304, 555 |
| Presidential Comment | 243, 244, 504-506 |
| Presidential Tradition | 177 |
| Press Club, Scout | 384 |
| Price, L. E. | 248 |
| Price, R. | 302, 555 |
| Proctor, Maj. A. W. | 163, 166 |
| Program Development | 363ff. |
| Protection | 94ff., 100 |
| Protection (charter) | 98 |
| Protestant Churches | 518-520 |
| Protestant Church Endorsements | 516 |
| Protestant Comment | 512ff. |
| Public Programs | 372-374 |
| Purpose of B. S. A. | 95 |
| Putnam, G. P. | 459 |
| Pyle, Jas. C. | 550 |

Q

| | |
|--------------------------|------------------|
| Quail, Mr. | 423 |
| Quirk, L. W. | 409 |
| Quota Plan | 74, 76, 153, 167 |
| Quota and the Regions... | 278, 279 |

R

| | |
|----------------------------|-----------------------|
| Raines, Maj. Henry | 294 |
| Ramandot, Abbe | 534 |
| Ramsay, Dwight F. | 292, 298, 554, 555 |
| Randall, Clarence | 303 |
| Randel, Nobel P. | 288, 553 |
| Rank Requirements | 456, 457 |
| Ram, S. | 347 |
| Rathom, John R. | 140 |
| Reading Program | 405 |
| Reber, J. | 141 |
| Rechartering | 265 |
| Red Cross Assistance | 127 |
| Reed, Philip L. | 187, 297, 361, 547 |
| Reeder, Dr. E. H. | 380 |
| Region One | 283-285 |
| Region Two | 286-288 |
| Region Three | 288-290 |
| Region Four | 290-292 |
| Region Five | 292, 293 |
| Region Six | 294, 295 |
| Region Seven | 296-298 |
| Region Eight | 298-300 |
| Region Nine | 300-302 |
| Region Ten | 302-304 |
| Region Eleven | 304-306 |

| | |
|----------------------------------|---|
| Region Twelve | 306-308 |
| Regional Chairmen | 278 |
| Regional Committees..... | 276, 278, 279 |
| Regional Executives Roster..... | 553-556 |
| Regional Organization.... | 275, 276 |
| Regional Outlay and Quotas.. | 204 |
| Regions, First | 270 |
| Regions, Twelve | 276, 283 |
| Regions, Formation of..... | 267ff. |
| Registration | 70, 76, 150, 316 |
| Registration of Leaders.... | 321ff. |
| Registration of the Scout.... | 324 |
| Registration of Scouters..... | 177, 328-330 |
| Registration Values | 322-324 |
| Reimer, E. F. | 549 |
| Relationships Service | 516-518 |
| Religion in Camp | 509ff. |
| Religion and Scouting | 499ff. |
| Religious Principle | 335 |
| Retirement Fund..... | 81, 82, 83, 174 |
| Rhode Island Boy Scouts.. | 140, 406 |
| Rice, Grantland | 63 |
| Rich, G. Barrett, Jr..... | 95, 146, 149, 169, 179, 248, 287, 361, 372, 461, 463, 538 |
| Richardson, Dr. N. E. | 235, 339, 518 |
| Ridder, Victor F. | 156, 183, 341, 361, 518, 521, 522, 523, 524, 547 |
| Riggs, Alfred | 288 |
| Rigney, F. J. | 412, 552 |
| Riis, Jacob | 28, 30, 31, 39, 40 |
| Rinehart, Charles H..... | 306, 307 |
| Ripley, G. S. | 549 |
| Roberts, A. E. | 379, 556 |
| Roberts, Lord | 16 |
| Robinson, E. M. | 22, 23, 24, 25, 26, 27, 28, 30, 31, 32, 33, 34, 36, 37, 40, 41, 42, 46, 47, 51, 66, 93, 95, 155, 251, 253, 286, 337, 428, 546, 547, 548 |
| Robinson, F. N. | 384, 549, 552 |
| Rockefeller Foundation | 78, 80, 162, 168, 378, 381, 412, 413, 414, 415 |
| Rockefeller, John D., Jr. | 68 |
| Rockwell, Norman | 408 |
| Roeser, C. F. | 302 |
| Romanes, F. J. | 22 |
| Rondsheim, E. J. | 298, 555 |
| Roosevelt, Col. Theodore, Jr.. | 75, 179, 182, 185, 322, 359, 360, 361, 370, 536, 547 |
| Roosevelt, President F. D. | ii, 97, 156, 198, 200, 204, 244, 353, 354, 404, 467, 494, 506, 545 |
| Roosevelt Award (F. D.).... | 199 |
| Roosevelt, President Theodore... | 40, 44, 47, 87, 147, 148, 149, 152, 217, 243, 397, 409, 423, 442, 450, 451, 504, 546 |

| | PAGE |
|-------------------------------|---|
| Rosenwald, Julius, Fund | 78 |
| Rossell, Leonard | 549 |
| Rounds, John | 5 |
| Rover Record | 402 |
| Rovering | 212, 305, 383 |
| Ruggles, Dr. A. H. | 380 |
| Ruml, Dr. Beardsley | 413 |
| Rural Districts | 369 |
| Rural District plan | 265 |
| Rural Merit Badges | 368, 466 |
| Rural Scouting | 180, 198, 199, 303, 318, 367, 368, 369, 465, 466 |
| Russ, Philip W. | 526, 549 |
| Russell, Howard L. | 284 |
| Russell, Dean J. E. | 142, 151, 208, 218, 339, 363, 364, 458, 459, 477 |
| Russell, Thomas W. | 284 |
| Ryan, J. | 347 |
| Ryan, Mary A. | 551 |

S

| | |
|-------------------------------|--|
| Sackett, M. B. | 550 |
| Sage Foundation..... | 23, 28, 30, 31, 146 |
| Sage, Mrs. Russell | 68 |
| Sain, E. M. | 298, 555 |
| Cathedral, St. Patricks | 501 |
| Salvation Army | 141 |
| Sampson, K. | 552, 553 |
| Sandefur, L. M. | 553 |
| Sands, O. J. | 40 |
| Saunders, Frank | 533 |
| Sawyer, A. F. | 302, 555 |
| Schenck, Paul W. | 191, 294, 295, 547 |
| Schiff, Mrs. Jacob.... | 189, 198, 352 |
| Schiff, John M. | 189, 191, 352, 353, 361, 527, 536, 547 |
| Schiff, Mortimer L. | 28, 33, 38, 40, 41, 49, 52, 66, 68, 69, 80, 86, 93, 95, 145, 148, 149, 154, 155, 167, 168, 169, 182, 188, 196, 259, 264, 272, 280, 286, 315, 316, 341, 347, 349, 352, 353, 518, 526, 527, 532, 534, 536, 538, 546, 547 |
| Schiff Regional Plan | 280 |
| Schiff Scout Reservation..... | 352ff., 438 |
| Schiff Resolution | 188 |
| Schmidt, A. E. | 552 |
| Schmidt, Frederick | 304 |
| Schuck, A. A. | 182, 185, 258, 276, 290, 550, 554 |
| Schurman, C. E. | 549 |
| Schuyler, Remington | 549 |
| Schwab, Chas. N. | 377 |
| Scott, Walter | 7 |
| Scout—the word | 7ff. |
| Scout Achievement | 453ff. |
| Scout Certificate | 325 |
| Scout Circus | 373 |
| "The Scout Executive"..... | 401 |

| | PAGE |
|--|--|
| Scout Executives Alliance..... | 82 |
| Scout "Group" | 285 |
| Scout Law | 9, 10, 12, 20, 59- 63, 230, 234, 326, 335, 420, 500 |
| Scout Oath & Promise..... | 9, 10, 12, 20, 52, 53, 56, 57, 59, 63, 234, 326, 335, 370, 420, 500 |
| Scout Service | 99 |
| "SCOUTING" | 400 |
| Scouting for all Religions.... | 511 |
| Scouting for Boys | 21 |
| Scouting an Educational Institu- tion | 223 |
| "Scouting Marches On" | 346 |
| Scouting News Clippings..... | 205 |
| Scouting Started in Camp.... | 422 |
| Scouting Trail | 221 |
| Scoutmaster | 6, 9 |
| Scoutmasters' Handbook..... | 397, 398 |
| Scoutmasters' Key | 356 |
| Scoutmasters' Round Table.... | 338 |
| Scoutmaster Values | 213 |
| Scout Reservation | 189 |
| Scout Responsibility | 230 |
| Scouts and non-Scouts..... | 224, 225 |
| Scouts as leaders | 336 |
| Scouts to Arctic Circle.... | 160, 170 (Borden) |
| Scout to South Pole | 162 (Byrd) |
| Scouts to Tanganyika..... | 160 (Martin Johnson) |
| Scribner, Charles | 40 |
| Seamans, C. W. | 551 |
| Sears, F. | 141 |
| Sea Scouting | 142, 143, 180, 198, 199, 212, 376, 377 |
| Sea Scout Log, Nat'l | 402 |
| Sea Scouts | 186, 196 |
| Seely, F. L. | 155, 546, 547 |
| Senior Degree Society.... | 384, 385 |
| Senior Scouting | 385ff. |
| Senior Scouts | 374ff. |
| Senior Scouts in Troop | 374 |
| Service Library | 170, 400, 407 |
| Services, National..... | 184, 185, 201, 202, 366 |
| Seton, E. Thompson | 4, 5, 6, 7, 15, 16, 17, 22, 24, 26, 27, 29, 31, 32, 33, 34, 36, 40, 41, 42, 43, 47, 50, 54, 56, 149, 157, 284, 337, 392, 394, 397, 408, 423, 470, 474, 503, 546, 548, 553 |
| Severance, Wm. E. | 285, 553 |
| Seymour, Roy F. | 290, 553 |
| Shaffer, H. E. | 50 |
| Shaeffer, R. H. | 551 |
| Sharp, H. F. | 295, 554 |
| Sharpe, O. D. | 551 |
| Sharrett, W. R. | 292, 554 |
| Shaver, W. W. | 298, 555 |
| Shearer, Theodore | 552 |

| PAGE | PAGE |
|---|--|
| Shell, Bishop, B. J. 317, 523 | Stowell, E. A. 551 |
| Shepherd, Joshua K. 292, 293 | Stowell, Dr. W. L. 360, 397 |
| Sherman, W. H. 307, 397 | Stratton, Leslie C. 549 |
| Shriner, C. E. 290, 292, 554 | Straus, Isidor 40 |
| Seely, P. L. 94, 146 | Straus, O. S. 40 |
| Silberstein, P. A. 303 | Strayer, Dr. G. D. 380 |
| "Silver Beaver" 336, 362 | Strong, Josiah 56 |
| "Silver Buffalo" 169, 315, 362 | Strumillo, Dr. T. 536 |
| Silzer Gov. G. S. 314 | Stuckey, Herbert 295, 554 |
| Simmons, Orrin 549 | Suffrage Parade 492 |
| Simonds, Gifford 284 | "Stunts in Scouting", B. P. 2 |
| Sims, Admiral W. S. 377 | Summary by years... 149, 167, 196 |
| Siple, Paul A. 196 | Supply Catalog 163 |
| Slade, F. L. 30 | Supply Service 162 |
| Slattery, M. J. 522 | Surveys 374 |
| Sleman, Paul 92, 93 | Sweet-Orr Company 164 |
| Sloan, Wm. 66 | Swift, B. H. 291 |
| Smart, L. L. 296, 297 | Swimming & Water Safety... 434 |
| Smith, Alfred E. 314 | |
| Smith, Bolton 146, 161, 170, 278, 292, 293, 388, 536, 546, 548 | |
| Smith, Charles F. 249, 287, 356, 549 | |
| Smith, Ed. B. 299 | |
| Smith, Francis J. 284 | |
| Smith, George Albert. 191, 521, 547 | |
| Smith, G. O. 40 | |
| Smith, Hon. Hoke 85 | |
| Smith, Dr. H. M. 397 | |
| Smith, J. F. 552 | |
| Smith, Sir. W. A. 5 | |
| Sniffen, Robt. P. 154, 163, 183, 547 | |
| Snow, Dr. M. B. 284 | |
| Sommers, Charles L. 156, 183, 278, 362, 303, 547 | |
| "Sons of Daniel Boone" 15, 16, 18, 28 | |
| Special Funds 78, 80 | |
| Speer, C. G. 298, 555 | |
| Spencer, Maj. Lorrillard. 40, 66, 145, 157, 254, 255, 548 | |
| Spitzer, Leonard 291 | |
| Sponsorship 260-262 | |
| Starbuck, Dr. E. D. 380 | |
| Stark, Luther 300 | |
| Stayton, B. W. 292, 300, 304, 554, 555, 556 | |
| Steadman, Ed 300 | |
| Stearn, Max 291, 552 | |
| Steere, James 293, 554 | |
| Steffens, Lincoln 30 | |
| Stejneger, Dr. L. 397 | |
| Stephens, George 294 | |
| Stewart, Edward S. 40 | |
| Stickney, Chas. D. 66 | |
| Stiles, John 154, 168, 345, 383, 533 | |
| Stilwell, John 361 | |
| Stone, Dr. John T. 56 | |
| Storrow, J. J. 69, 146, 156, 158, 159, 161, 166, 169, 272, 278, 284, 314, 348, 506, 546, 548 | |
| | T |
| | Taft, President, W. H. 34, 38, 39, 40, 47, 87, 149, 156, 243, 310, 409, 506, 545, 546 |
| | Taylor, A. J. 551 |
| | Taylor, Judge D. F. 249 |
| | Taylor, F. 549 |
| | Tead, Ordway 361 |
| | Teleki, Count Paul 553, 536 |
| | Ten Million Dollar Fund 174 |
| | Tennyson, Alfred 1 |
| | Ten-Year Program 186, 198, 205, 242 |
| | Terman, Dr. L. M. 380 |
| | Terry, S. S. 27, 36, 40, 41, 47, 146, 171, 253, 548 |
| | Thompson, Col. Edward 307 |
| | Thompson, Huston. 278, 288, 289 |
| | Thompson, Dr. J. V. 518 |
| | Thompson, N. F. 550 |
| | Thorndike, E. L. 56, 380 |
| | Thorne, Robt. J. 171, 546, 548 |
| | Thorpe, J. F. 552 |
| | Tobin, D. A. 183, 547 |
| | Tomlinson, E. T. 409 |
| | Tormey, Catherine 551 |
| | Trail Building 444-446 |
| | Training Camps 424-426 |
| | Training Conference 340ff. |
| | Training School Dates... 350, 351 |
| | Training Schools, Early... 337ff. |
| | Tree Planting 449-452 |
| | Troop Camping 428, 435, 436 |
| | Troop Committee. 90, 137, 260, 262 |
| | Troop Good Turns 486 |
| | Troop Organization. 333, 334 |
| | Troops Preceded Councils. 248-250 |
| | True, Mr. 296 |
| | Truett, Dr. G. W. 512 |
| | Twelfth Scout Law. 54, 55, 500, 502, 503, 504 |
| | Twenty-Fifth Year 180 |

| U | PAGE |
|-----------------------------|---|
| Uniform | 8, 10, 11, 94, 143, 164, 210, 230, 326 |
| United States Boy Scout.... | 9, 27, 28, 85, 140, 141 |

V

| | |
|------------------------------|---------------------------------------|
| Van Buskirk, DeWitt..... | 286 |
| Van de Boe, Maj. D. G.... | 290, 554 |
| Van Dis, J. A..... | 24, 25 |
| Van Dyke, Dr. Henry.... | 39, 40, 394 |
| Vellie, C. D..... | 303 |
| Verbeck, Adj. Gen. Wm.... | 28, 40, 41, 47, 146, 155, 546, 548 |
| Vernon, L. R..... | 300, 555 |
| Veterans | 375 |
| Vicencio, Alvaro | 533 |
| Vice Presidents B. S. A..... | 76 |
| Vickery, Hugh | ii |
| Vignate, M. J. | 552 |
| Vincent, Dr. G. E..... | 370 |
| Virgin, John F. | 556 |
| Vitalius, E. H..... | 548 |
| Vocational Interests..... | 234 |
| Vogel, Martin | 286 |
| Voluntary Effort | 224 |
| Volunteer Leaders | 247, 335 |
| Voss, E. E..... | 276, 302, 555, 556 |
| Vreeland, F. K. | 397 |

W

| | |
|---------------------------|----------------------------|
| Wade, E. K..... | 10 |
| Wakefield, W. B.... | 26, 27, 33, 337 |
| Wales, Prince of..... | 148, 362, 534, 542 |
| Wallace, Dillon | 430 |
| Wallace, John P.... | 183, 211, 547 |
| Walnut Tree Census..... | 124, 135 |
| Walsh, Stuart P..... | 538 |
| Walton, Col. G..... | 533 |
| Walton, Rev. H. A..... | 250 |
| Wanamaker, John..... | 39, 40 |
| War Food Campaign..... | 123ff. |
| War Gardens | 121-123, 135 |
| War Program Policy..... | 101, 104, 105 |
| War Savings Stamps.... | 115, 116- 119, 135, 136 |
| War Service..... | 151, 152 |
| War Service Summary.... | 135, 136 |
| Warburg, P. F..... | 352, 527 |
| Ward, C. O..... | 295, 554 |
| Ward, Charles S..... | 70 |
| Warne, C. K..... | 306, 556 |
| Warner, L. T..... | 37, 40, 41, 47 |
| Washington, George..... | 450, 504 |
| Washington Jamboree, 1935 | 438, 439 |
| Waterman, W. A. | 556 |
| Watrous, W. B..... | 40 |

| | PAGE |
|-----------------------------|--|
| Watson, Commander..... | 376 |
| Watson, T. J..... | 191, 547 |
| Watts, A. H..... | 382, 555 |
| Weber, E. M..... | 163 |
| Weber, M. | 551 |
| Weil, Frank L..... | 527 |
| Weiland, F. W..... | 291 |
| Weisheit, Wm. H..... | 141, 270, 556 |
| Welch, Maj. W. A..... | 352 |
| Wendling, Chas. | 552 |
| Wessel, Wm. C..... | 380, 434, 435, 538, 550, 551 |
| West, Franklin L..... | 361 |
| West, Dr. James E.... | Foreword, 2, 10, 24, 33, 42, 43, 44, 45, 46, 47, 49, 51, 52, 54, 67, 68, 77, 80, 86, 88, 92, 93, 95, 102, 106, 118, 119, 130, 141, 149, 168, 169, 182, 200, 202, 229, 242, 258, 271, 272, 275, 278, 280, 287, 289, 327, 337, 344, 345, 348, 349, 352, 410, 412, 414, 422, 424, 457, 459, 462, 474, 475, 481, 502, 507, 533, 536, 538, 548, 552 |
| Wheat, Dr..... | 291, 294 |
| Wheeler, Benj. Ide..... | 40, 56 |
| White, A. Stamford..... | 94, 146, 157, 546, 548 |
| White, Rev. John F..... | 522 |
| White House Conference.... | 178, 196, 529, 530 |
| Whitehead, Perle L..... | 292, 554 |
| Whiting, W. A..... | 258, 276, 550 |
| Wilbur, Dr. Ray L. | 178 |
| Wilder, James A.... | 142, 376, 533 |
| Wiley, W. E..... | 288, 553 |
| Wilkel, H. H..... | 285, 553 |
| Wilkes, Dr. L. A..... | 380 |
| Wilkinson, Mell | 75, 154, 183, 248, 294, 295, 547 |
| Williams, Dr. J. F..... | 380 |
| Williams, O. J. | 556 |
| Williams, Col. Richard..... | 352 |
| Williams, S. P. Jr..... | 284 |
| Willis, Stanley D..... | 40 |
| Willson, Paul W..... | 412, 553 |
| Wilson, John E..... | 300, 555 |
| Wilson, J. Fleming | 409 |
| Wilson, J. S..... | 258 |
| Wilson, Pres. Woodrow.... | 71, 74, 87, 92, 93, 129, 130, 134, 150, 156, 244, 312, 409, 504, 545, 546 |
| Wilson letters.... | 108, 110, 114, 118 |
| Wiltse, I. F..... | 276 |
| Winant, Governor..... | 211 |
| Wingate, Gen. G. W..... | 27, 28, 30, 38, 40 |
| Winslow, Dr. C. E. A. | 370 |
| Winter Camping | 167 |
| Winthrop, A. E..... | 51 |
| Winthrop, H. R. | 66 |
| "Wolf Cubs" | 378, 381 |

| | PAGE |
|--------------------------------|---------------|
| Woman's Suffrage Parade..... | 92 |
| Woods, Col. Arthur | 377 |
| Wood, Chas. E..... | 290, 292, 554 |
| Wood, Gen. Leonard | 37, 39, 40 |
| Wood, W. M. | 296 |
| Woodcraft Indians (Seton)..... | 4, 15, 16, 28 |
| Woodcraft League of America.. | 16 |
| Worden, C. A. | 461 |
| World Brotherhood | 540ff. |
| World Jamborees | 534ff. |
| World Peace | 531ff. |
| World Scouting | 531ff. |
| World War | 101ff. |
| Wozencraft, F. W.... | 187, 302, 547 |
| Wright, E. C. | 300, 555 |
| Wright, Orville | 409 |

| | PAGE |
|-------------------------|---------------|
| Wyland, Dr. Ray O... | 356, 517, 549 |
| Wyman, Dr. Walter | 40 |

Y

| | |
|--------------------|--|
| Y. M. C. A. | 4, 6, 15, 21, 22, 23, 24, 25, 26, 28, 31, 32, 37, 42, 44, 50, 58, 146, 148, 149, 156, 248, 250, 251, 252, 255, 271, 296, 337, 339, 340, 372, 394, 422, 428 |
| Y. M. H. A. | 422 |
| York, Walter M.... | 141, 270, 556 |
| Young, W. W. | 550 |
| Yu Hsu Kwan | 534 |

Z

| | |
|-----------------------|-----|
| Zeller, Frank N. | 304 |
| Zoeller, Roy | 250 |

Princeton Theological Seminary Libraries



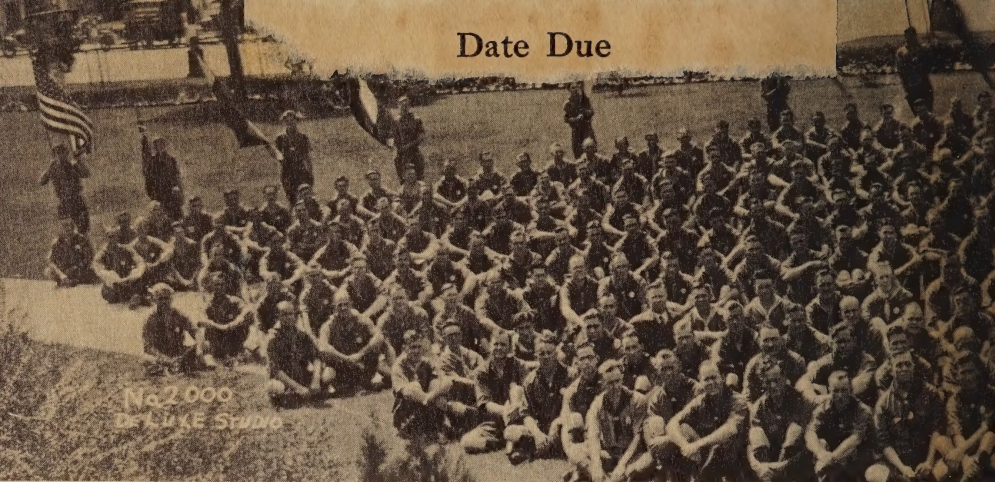
1 1012 01234 5791

A

DATE DUE

| | | |
|---------|--|-------------------|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| GAYLORD | | PRINTED IN U.S.A. |

Date Due



Fourth National Training Conference of Scout Executive



Below: Sixth National Training Conference of Scout





at Hot Springs, Arkansas, 1926 (in two sections).



Executives at French Lick Springs, Indiana, 1936.



